DOCUMENT RESUME

ED 139 390 95 IR 004 669

AUTHOR Dalton, Phyllis I.
TITLE Library Services and Construction Act, Hawaii State Library System: An Evaluation.
SPONS AGENCY Office of Education (DHEW), Washington, D.C.
PUB DATE Jan 75
NOTE 117p.

EDRS PRICE MF-$0.83 HC-$6.01 Plus Postage.
DESCRIPTORS *Federal Programs; Financial Support; Library Administration; Library Planning; Library Programs; *Library Services; Management; *Program Evaluation; *Public Libraries; *State Surveys
IDENTIFIERS *Hawaii; *Library Services and Construction Act

ABSTRACT

A study was conducted to determine how well Hawaii is fulfilling the intent of the Library Services and Construction Act (LSCA) in the design and objectives of public library services, and to identify considerations for future directions. Fund management, program management, and recommended programs were reviewed, and general and specific recommendations developed. The evaluation took place in three phases: (1) general review of materials and records; (2) assessment of program through on-site visits of sample projects, interviews, questionnaires, and discussion with program workers and users; and (3) analysis of materials and interviews. The study recommended establishing specific programs to meet identified needs of the people with continuous evaluation. It also recommended an immediate and continuing federal financial audit of the program. The analysis suggested a needs assessment be made, criteria established, priorities determined, and total budgeting take place as a total program is developed. A review of present state of Hawaii libraries, and selective library and project profiles are included in the appendix. (Author/KP)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED139390

LIBRARY SERVICES AND CONSTRUCTION ACT, HAWAII STATE LIBRARY SYSTEM: AN EVALUATION

BY

PHYLLIS I. DALTON, LIBRARY CONSULTANT

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL HAS BEEN GRANTED BY

Phyllis I. Dalton

TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE NATIONAL INSTITUTE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER."

With Funds from the Library Services and Construction Act, U. S. Office of Education

IR004669

Sacramento, California, January, 1975

MRS. PHYLLIS I. DALTON
LIBRARY CONSULTANT

2589 Garden Highway
Sacramento, California 95833

Telephone
(916) 925-9261

January 31, 1975

Mrs. May C. Chun
Assistant Superintendent/State Librarian
Office of Library Services
Hawaii State Department of Education
Honolulu, Hawaii

Dear Mrs. Chun:

I am submitting with this letter the report on the review of the Library Services and Construction Act, PL 91-600. The report, entitled, Library Services and Construction Act, Hawaii State Library System: An Evaluation, is an evaluation of fund management, program management, recommended programs and general and specific recommendations in relation to library service in the State of Hawaii funded by the Library Services and Construction Act.

I wish to express my appreciation to you for the helpfulness of the staff of the Office of Library Services and in other offices of the Department of Education. I wish to express special thanks to Mrs. Masae Gotanda, Head, Planning and Evaluation Section, and her staff for the excellent assistance they provided during this period of evaluation.

I send my best wishes to all of you for continued progress toward excellence in library service in the State of Hawaii.

Sincerely yours,

Phyllis I. Dalton

Phyllis I. Dalton
Library Consultant

TABLE OF CONTENTS

		Pages
A.	LETTER OF TRANSMITTAL	
B.	ABSTRACT	(1)-(4)
I.	INTRODUCTION - I	
	Description of study and report	(1)-(2)
	Library Services and Construction Act funding and program	(2)-(3)
II.	PROCEDURES OF STUDY - II	
	General review	1
	Method of on-site visits and brief review of results	2-5
	Goals and objectives specifications	5-7
	Statement of principles	7
III.	FUNDS MANAGEMENT WITH RECOMMENDATIONS - III	
	General review	8-13
	Specific fund management problems	13-17
	Present problems in the Library Services and Construction Act	17
	Recommendations for funds management	18-21
IV.	PROGRAM MANAGEMENT WITH RECOMMENDATIONS - IV	
	General observations	22-25
	Project management	25-26
	Fiscal 1974 projects	27-34
	Recommendations for program management	35-38
V.	GENERAL RECOMMENDATIONS - V	
	Objectives of library service	39
	Use of libraries	39-40
	Community/school libraries innovative programs	40
	State Advisory Council for Library Services	41
	Criteria	41-42
	Other viable concerns	42-47
VI.	RECOMMENDED ACTION RELATED TO FUTURE PROJECTS - VI	
	Extension of library services	48-53
	Interlibrary cooperation	53-56
	Training	57-60
	Personnel	60-64
	LSCA projects in fiscal 1975	64-65
VI.	EVALUATION OF PROGRAMS - VII	
	Need for continuing evaluation	66-67
	Guidelines for evaluation	68-75

(Table of Contents, cont.)

APPENDIX	Pages
A. The State of Hawaii and Libraries	1-8
B. Library Profile - Selective	9-10
C. Project Profile - Selective	10-20
D. State Advisory Council for Library Services 1973-1975	20-22
E. Standards for Library Service - American Library Association	22-23
F. Selected References Utilized in Evaluation LSCA Reports	23-30

ABSTRACT

TITLE: The Library Services and Construction Act, Hawaii State Library System: An Evaluation

AUTHOR: Mrs. Phyllis J. Dalton, Library Consultant, Sacramento, California

SUBJECT: Evaluation of fund management in Hawaii, program management, recommended programs - all with specific and general recommendations in relation to the Library Services and Construction Act.

SPONSOR: State Department of Education, Office of Library Services, State of Hawaii

SOURCE OF COPIES: Planning and Evaluation Section
Office of Library Services
Department of Education
478 S. King Street
Honolulu, Hawaii 96813

FUNDUNG: State Department of Education, Office of Library Services, State of Hawaii from a Library Services and Construction Act Grant (U. S. Office of Education).

NUMBER OF PAGES: 75

ABSTRACT: This report reviews the program aspects of the Library Services and Construction Act projects in the Hawaii State Library System. This review identifies problems and makes recommendations. The evaluation report surveys the program aspects of the Library Services and Construction Act Projects in the Hawaii State Library System and identifies problems and makes recommendations. The report also evaluates the total LSCA program in relation to the identified needs of the people of Hawaii for library service and makes recommendations for the future. Finally, the report sets forth guidelines for the

evaluation of future Library Services and Construction Act Projects in the Hawaii State Library System.

The recommendation is made for specific programs to meet the identified needs of the people of the State of Hawaii. The evaluating of the effectiveness of the programs in Hawaii is recommended on a continuous basis for the development of the specific programs. It is also recommended that the specific programs be reconstructed as such reconstruction is indicated by the evaluation. The strong recommendation is made that the programs developed in Hawaii with the LSCA funds be constructed so that they carry out the purposes of the Library Services and Construction Act and approved State Plan under that Act.

A strong recommendation made in the report is that there be an immediate federal financial audit and that such audits be carried out at regular intervals. It is vital that the people of Hawaii and of the Hawaii State Library System know at all times just what the financial status of the program is. It is important, too, that the State share of the program be readily identifiable and that the Federal share show clearly how the funds are expended in relation to the impact of the programs developed. It is also recommended in the report that the Planning and Evaluation Section be a staff support to the Office of State Librarian and not a part of the Administrative Services Branch, It is vital that the program management of the projects be clearly understood and that the financial management be clearly stated. Total cooperation ind inter-relation is required but the

two functions should be organizationally independent of each other.

In the development of the programs under the Library Services and Construction Act it is essential that a needs assessment be made, that criteria be established, priorities determined and that total budgeting take place as a total program is developed. All of these activities must involve the entire staff of the program. It is essential also that evaluation be a part of the planning so that the goals set the purpose for the program and so that the objectives be quantifiable in order that the impact of the program be measurable.

The report of the study covers the following: survey of LSCA fund management; survey of LSCA project management; recommendations for LSCA funds management; recommendations for LSCA projects and project management; guidelines for evaluation of LSCA projects.

The success of the Library Services and Construction Act Programs in Hawaii was determined from the viewpoint of the impact of the program upon the people the programs were designed to serve. This assessment was conducted by questionnaires, by studying reports, from on-site visits to the projects themselves in Hawaii and talking with both the people in Hawaii administering the programs but also with the people in Hawaii who received the library service developed under the Act. In this framework the evaluation was designed and carried out in order to determine how well the Library Services and Construction Act Program is fulfilling its objectives and goals and the objectives and goals of the total library program of the Hawaii State Library System.

A determination was also made as to what new directions in library service should be considered by the Hawaii State Library System including recommendations as to how these programs should be planned to achieve continuous evaluation.

INTRODUCTION - I

From the beginning of the Library Services and Construction Act in 1957, the Hawaii State Library System has sponsored, financed, and operated projects for the public library service of the State. During this period of time, the Library Services Act has become the Library Services and Construction Act and has been further amended. The following report of an evaluation study adds an outside, objective response to various concerns expressed by the administration of the Hawaii State Library System and the U. S. Office of Education about the past operation, the present status, and the future direction of public library service under the Library Services and Construction Act in the State of Hawaii.

The study was developed in three phases - a general review of all materials relating to the operation of the Library Services and Construction Act in the past; the second phase of the study was an assessment of the program through on-site visits of a sampling of projects - interviews, questionnaires and discussions with the people involved in the program. An assessment was also made from the viewpoint of the user of the service through interviews, questionnaires and written and oral statements. The on-site visits, discussions, interviews and questionnaires also included a needs assessment. Training programs were also included in the on-site visit program. The third phase of the study was the analyzing of the materials and the interviews and developing them into the

report that follows.

In this framework the evaluation was designed to determine how well the State of Hawaii is fulfilling the intent of the Library Services and Construction Act in relation to the design of public library services in Hawaii; how well Hawaii is fulfilling the present objectives and what new directions should be considered for the next several years.

Library Services and Construction Act funding and programs

The program of library service in the State of Hawaii for the Library Services and Construction Act has been designed to improve access to materials and to open all collections to public use. Although the funds available under the Act are a small percentage of the total library funds in the State of Hawaii, they are a strong force in the development of library service. It is apparent that Hawaii has achieved what other states have not - integration of library services through a comprehensive statewide regional system. Essentially this objective was achieved a decade ago. However, the program objectives and the State policy as reflected in the Library Services and Construction Act Program have not achieved a great deal since that time. There has been no formal assessment of the program since the study and report by Booz, Allen and Hamilton in 1967.

The criteria for public library service of the State of Hawaii have remained relatively constant over the years as described in the Basic State Plan of 1974 under the Library Services and Construction Act. In general the program under this Act has seven

major elements in its goals and objectives: 1. the strengthening of the regional libraries; 2. the development of outreach programs; 3. the development of a metropolitan resource center; 4. the establishment and improvement of library service to the institutionalized and to the blind and other physically handicapped; 5. the strengthening of the state administrative agency; 6. interlibrary cooperation; 7. the development of public library construction.

Hawaii has spent LSCA funds to develop and improve public library services statewide since the beginning of the availability of funds under the Act. The State has achieved integration and regionalization of services throughout the library system of the State of Hawaii, a library system that is basically unique in the Nation. An adjunct to the development of library service on a regional basis has been the funds provided through LSCA. This evaluation of the Library Services and Construction Act program considers the extent that it has achieved the legislative intent and program objectives of the Act. It covers the period of LSCA from 1957 through 1974 assessing the impact at the local and at the state level on the people of Hawaii. The State of Hawaii, Office of Library Services has developed many fine programs, some of them approaching exemplary programs. All indications are that the future will present exemplary programs. While the present difficulties will not all disappear, they will be recognized and thus become less important and will cease to be roadblocks to public library development.

Phyllis I. Dalton
Library Consultant
Sacramento, California
1975

PROCEDURES OF STUDY - II

General review

Complete records were not available for review for Hawaii before fiscal 1974. This was a handicap to evaluation although the on-site visits were most helpful in this area. In the future, care should be taken to see that records are retained for three years after the close of the fiscal year. If there has been no federal audit, they should be retained for five years after the close of the fiscal year or until the state agency is notified of the completion of a federal audit.

Evaluation, when evaluation is effective, reveals the extent to which the program objectives are being met. Questions that should be considered are: Does Hawaii have a needs assessment for library service? What is the goal or goals for the Hawaii public libraries under the Library Services and Construction Act? Does Hawaii have quantified objectives? If so, what about quality? Does Hawaii plan to evaluate the achievements under the Library Services and Construction Act? If so, how? What is the financial basis for the Library Services and Construction Act? Could the following diagram be developed effectively by the State of Hawaii?

Library Services and Constr. Act	State funds Federal funds Other funds	LSCA Program	Personnel Materials Equipment Operations	PROGRAM IMPACT ON USER

Does Hawaii have effective criteria for the Library Services and Construction Program? If so, what is the documentation for the criteria and needs? Does Hawaii have Library Services and Construction Act programs that meet the intent of the Act?

Method of on-site visits and brief review of results

1. The Consultant visited libraries on all of the islands. The programs of all types of libraries were reviewed to develop a sample of the kinds of projects that were developed under the Library Services and Construction Act and to determine the results of the expenditure of funds as far as their impact on the people receiving the library services were concerned.

2. The greatest need found as far as the Library Services and Construction Act programs was concerned was for library staff. This need was repeated over and over in all types of programs and at all levels of staffing. Funds had been expended for equipment and library materials but complementary funds had not been expended for required staffing for a complete program.

3. Few innovative programs were located during the on-site visit or in a study of the literature and reports relating to the Library Services and Construction Act in the State of Hawaii. Because people are essential in innovative programs as well as library materials and equipment, innovative programs could not be developed and were a notable lack in the entire library program.

4. Good programs have been developed in the State under the Library Services and Construction Act in spite of the lack of staff. This is due primarily to the creativity and dedication of the present library staff.

The on-site visits showed that communication within the Office of Library Services is of utmost importance. While letters,

telephone and Datatel are good communication methods, there is a great need for funds to be available for travel from Oahu to the Neighbor Islands and from the Neighbor Islands to Oahu as well as other inter-island travel. This travel should be available to all levels of personnel depending upon the need. The purpose of the funding would include workshops, consultant visits and training programs. These would involve observing a program in operation, regional librarian interchange and interchange between the personnel of the Office of Library Services in Oahu with library staff members on the Neighbor Islands. All communication through travel should be developed for the purpose of improved library services. The Library Services and Construction Act program is adversely affected by a lack of travel funds at present. It was noted through the on-site visits that when a meeting had taken place on a Neighbor Island, positive action followed both in the Office of Library Services on Oahu and in the Project on the Neighbor Island. The same was true on the Island of Oahu but travel is less expensive to accomplish there and the projects are more accessible for person to person meeting than on the Neighbor Islands.

The need for person to person meeting, individually or in groups, was also pointed up in the reports from visits to projects; this was true especially in the area of institutional library services. The reports of the meetings between the Project people and the staff from Oahu, Library Services to the Institutionalized, were always positive. The problem developed in the fact that the follow-up in

many instances did not occur. The follow-up occured more often in Oahu for the Projects there and had a desirable effect on the library services. It is necessary for staff to be able to make follow-up visits in order to keep the communication constant and the proposed program a reality. An assistance in solving this problem is the involvement of the Regional Librarians on the Neighbor Islands in the institutional programs and the programs for the Blind and Physically Handicapped from the beginning of any of the projects. The Regional Librarian and the staff can be most helpful in the successful operation of the Project if this involvement takes place. Included in all of the communication network must be the U. S. Office of Education Regional Office with which the State of Hawaii works in the development of programs under the Library Services and Construction Act. This communication should be a realistic presentation of activities actually happening and evaluative reporting as well as planning activities.

The on-site visits also indicated the need for training sessions in communications. While training in the performance of library services and in new methods to be followed is a necessary requirement, there is a serious need for communications training that will enable people to work together at the same level of knowledge. Through training in communication, it should be possible to develop a means by which all would have a comparable level of knowledge concerning the programs that are developed or being developed; this communication could be developed and carried out with a minimum of effort. Other training of this type should include human relations,

public relations and other such individual and group training that would enable the present staff to operate at the highest level of its capabilities.

Goals and objectives specifications

The overall goals of the Library Services and Construction Act Program are to provide improved library service, to provide for its continued public support, and to demonstrate the need for state funding to assist in the community services. The objectives of this evaluation shall be those elements which are designed to accomplish the overall goals. The alternatives are based on: a. Federal guidelines for federal projects; b. Hawaii State law; c. Criteria established by the State of Hawaii in the Basic State Plan for the Library Services and Construction Act programs in the State of Hawaii; d. Standards of the American Library Association and specific standards established for library service in the State of Hawaii; e. Basic assumptions for library service developed through experience.

System design

The library services must include the following elements to meet the standards set for the program under the Library Services and Construction Act:

1. Local community involvement in overall planning.
2. Flexibility to meet the needs of all of the people.
3. Community, regional and state evaluation and review.
4. Diverse methods for delivering library services.

5. Provisions for staff training and development.
6. Community, regional and state library staff involvement in collection selection and evaluation.
7. Realistic and continuous evaluation and review systems.
8. Process and product evaluation both within and without the Office of Library Services in order that the services provided through the Library Services and Construction Act are the maximum in relation to the investment of time, funds, and materials.
9. Cyclical assessment and revision resulting from the process and product evaluation with continuous information of the operations in relation to the goals and objectives being applied. This should be done on a regular basis.
10. Continuous training workshops. Although training was given during the on-site visits, such training should be continuous. A problem that exists in providing an effective workshop with a group of people with various backgrounds of experience with LSCA and potential LSCA involvement can be overcome with careful planning. Without this planning, some of the material provided will be known to some and for others there will be difficulty in relating to the provided material. Also, it is not possible to reach all levels of staff involved. With planned and continuing workshops on a regular basis, the beginning made during the evaluation period can be built upon through the years.

In general it appears that the Library Services and Construction

Act Program is an adequate program and would be most effective if completely funded. It is most important that the librarians and their staff members concentrate on the development of programs under the federal act rather than consider the paperwork that is required. While much reporting and documentation is required, such accountability is necessary for all who receive funds from any source - both public and private. It is very necessary that the State of Hawaii not develop programs with the federal funds that are one-time programs. Programs that are worth doing should also be worth continuing. While the actual project may be altered during the life of that project through evaluation, in the beginning it should be developed as if it would continue in one form or another. It should be understood, however, that with innovative programs a definite risk is involved; this understanding should be taken into consideration in the initial planning.

Statement of principles

The review of the programs of the Library Services and Construction Act in the State of Hawaii is to be implemented in accordance with the purpose of the federal program and the library needs of Hawaii. The results of the program in relation to the needs of the community and the communication between the federal and state levels are to be considered. This report of the evaluation has been produced with a certain set of principles in mind that embody the general philosophical approach of the people concerned with library service in Hawaii that are the requirements for maintaining the program. The principles will serve as a constantly evolving guide in the development of the evaluation.

FUNDS MANAGEMENT WITH RECOMMENDATIONS - III

General review

For many years, grants from the Federal government, and especially those made under the provisions of the Library Services and Construction Act as amended by P.L. 91-600, have been the subject of much writing and conversation. Although there has been much written and spoken about the unnecessary detailed work and the large amount of paperwork involved in the acquisition and expenditure of the federal funds, this aspect of the funds management has been over-emphasized. Each year the Hawaii State Library receives an allocation from the Federal government under the Library Services and Construction Act. It is necessary, in order to receive these funds, that the State have an annual plan for the entire state public library service, a basic state plan and a five year plan updated each fiscal year. These requirements are for the purpose of management and accountability of the funds received and the library programs developed. The grants are of two basic types: one is a grant of a sum of money based on a national formula and the other based on matching funds. The formula for the matching funds is a stated one but usually such grants are one dollar of federal funds for every two dollars provided on a local basis. Most of the grant funds received for library service programs are in the second category. It has been necessary to provide a long range five year plan since 1970. It has also been necessary for the State of Hawaii to achieve the required maintenance of effort for general library services and

for the maintenance of effort for institutional library services.

Although the funds are available to any program for library service stated in the Act, before the funds can be expended there are specific guidelines and priorities that must be developed by the State - some of which are in the law itself. These guidelines and priorities must be met before a program can qualify for the funds. The grants should, for the most part, be utilized for the beginning of library programs of a project or pilot nature with the definite requirement that, if the initial program is funded, it will be considered for continued support by the State. The program will receive continuous evaluation and will be continued in the future in one form or another unless the evaluation shows that the particular project could not be utilized in any way to provide improved library service. In addition to this requirement, the Library Services and Construction Act prescribes specific project types and states priorities: 1. Disadvantaged; 2. Strengthening the State Library administrative agency; 3. Metropolitan library service such as a national or regional resource center; 4. Physically handicapped, blind; and other physically handicapped; 5. Institutionalized, correctional; other institutionalized; 6. Interlibrary Cooperation.

Some concerns for programs under the Library Services and Construction Act have been and continue to be: 1. Right to read; 2. Career education; 3. Management improvement; 4. Aging; 5. Adult education; 6. Environmental education; 7. Drug abuse education; 8. Early childhood education; 9. Migrants; 10. Model cities;

11. Improved library delivery systems; 12. Other programs determined through a needs assessment in the State of Hawaii; 13. Innovative programs of library service. Among all of these guidelines, specifications and priorities, the State of Hawaii sets its priorities for library service projects.

Programs to be developed include those that are new and imaginative and developed to meet an acknowledged unmet need. The programs developed shouuld also be useful to other libraries either as a prototype or by producing materials, techniques or data which are useful to others. Programs developing services and resources which result in cooperative programs are also included high in priorities.

The administration and granting of the funds for the programs depend upon several agencies and boards. Among them are: 1. The Office of Library Services; 2. The Department of Education in Hawaii; 3. The State Board of Education; 4. The State Library Advisory Council. The latter group is a council which is required by the Library Services and Construction Act with its compositions stated - school librarians, public librarians, special librarians, institutional librarians, academic librarians, public library users, disadvantaged and/or representatives of this group.

To insure that the proposed projects are adequately funded, they should be developed to implement the basic state plan, the long range program and the annual program of the State of Hawaii. To expend the funds effectively the projects should be developed by the librarians and the staff members most closely involved in

the projects to be considered. They should be assisted by the Regional Librarians, the Library Consultants and the Planning and Evaluation Section as well as the Administrative Services Branch. Assistance should be secured, also, from other agencies which might be involved in the program within and without the State Department of Education. The proposed projects should be concerned with any program that is needed in the area for which it is proposed and which conforms to the State and Federal priorities. The State priorities should have been developed with the involvement of the staff throughout the Office of Library Services as well as the Boards, Councils and administrative staff involved. Included in the proposal should be the necessary funding - State, Federal and other available funds. The proposals should be submitted through the Planning and Evaluation Section to the State Librarian and to the State Advisory Council for Library Services in writing. All of this should be done in cooperation with the Administrative Services Branch to insure that all aspects of the financial parts of the proposal are covered in the funds management program. Those staff members developing the proposals should be given the opportunity to present them directly to the Advisory Council in an open meeting and be available to answer questions in the discussion of the projects. The Advisory Council should continue to be given the opportunity of providing a priority listing for the projects with commentary or questions concerning each project proposal. If there is need for modification of a project before acceptance, such a proposal should be reviewed by the State Librarian and

through the Planning and Evaluation Section and on to the proposed project manager for review of the project. The approved grants are reviewed by the State Board of Education and sent through the Hawaii State Government to the Federal grant Program Officer in San Francisco. At this point the federal representative reviews the Hawaii State Library program in relation to its legal compliance with regulations and laws of the Library Services and Construction Act. In addition, the Conditions of Agreement must be signed which state explicitly what the State can and cannot do with the funds awarded within the LSCA Program. The State must plan on continuing to fund the program initiated by the Federal grant in one form or another as the continuing evaluation of the program may indicate.

Projects should not be duplicated within the libraries in the State of Hawaii with federal grants. Although the same program may be needed in another part of the State, that program should be developed with State rather than Federal funds, If, however, a program is truly innovative and begun in one part of the State, it should not be ruled out as a possible program in another part of the State if other innovative activities are possible within the program. The funds received from the Federal government are, in Hawaii, so small in comparison to those received from the State that innovative programs that can be continued should be developed rather than those which duplicate in any respect other innovative programs. It is most important the the federal funds be utilized in programs that actively advance service patterns rather

than developing even one program that is advantageous only to a particular area. It is important, too, that the target group be identified which will benefit from the program both within the initial project or in an extension of the project. In a project such as the Metropolitan Resource Center, it is possible that the entire state could benefit.

Specific fund management problems

The difficulty in the development of an evaluation of the Library Services and Construction Act that exists in Hawaii, especially in fund management, was due, in part, to the fact that many records of past activities under the program are not available if they now exist at all. Other records are fragmentary. The administration of the Library Services and Construction Act in Hawaii was changed markedly in 1974. The reasons for this are many but some include the staff shortages with the resulting loss of permanent staff formerly engaged in the administration of LSCA funds through vacancies or reassignment to public service areas. The written management systems set of procedures for LSCA is of recent origin. The coding of funds within specifc program areas is also recent. The problem has been one of maintaining acceptable records and administering funds on a fair and equitable basis in an innovative program that improves library service in the State of Hawaii. Questions that should be answered by every potential project manager developing a program throughout the Office of Library Services are: 1. Is there an actual needs assessment for this proposed project? 2. What goal or goals have been established?

3. What are the objectives for the program? 4. Are the objectives measurable? 5. How are the plans to evaluate the program related to the proposed project itself? 6. What is the financial basis for the project and its continuance? 7. From what sources are the funds to be received for the project? 8. What is the relation to the funding of the project and its expected impact on the user? 9. Has the accountability for the funds receipt and expenditure and results of the project been determined? 10. What documentation is available and possible for the project from the needs assessment through the evaluation of the impact and the possible redesigning of the project? The evaluation of the funds management indicated that these specific questions had not, in most instances, been answered in advance of the developed project.

Some of the problems found in fund management in the evaluation of the Library Services and Construction Act in Hawaii were those related to the lack of documentation for the allocation of expenditures. In the audit of the program by Haskins and Sells, certified public accountants, made in 1973, this problem was identified. The only records available prior to fiscal 1974 were in the Federal Regional Office in San Francisco and those did not go back to the beginning of LSCA or to the earlier program Library Services Act. It appeared that the administration of federal funds in the State of Hawaii was an exception in that large amounts of the federal funds had not been spent for programs of library service but rather for equipment and that funds had been utilized within the book funds when those funds were reduced by the

State. It was also difficult to identify the receipt and disbursement of funds in relation to specific programs and projects.

The ACTION volunteer program for providing staff seemed to be a potential danger spot in developing an on-going permanent staff in the Library Services and Construction Act Program. The ACTION volunteers provide an excellent service and should be utilized as supplementary staff wherever possible but not hinder in any way the development of permanent staff for projects. While ACTION volunteers actually kept some of the projects going when permanent staff was reduced or transferred, the real need for the ACTION volunteer program is in addition to a regular on-going staff and one which can supplement permanent staff. A second problem that arises with the use of ACTION volunteers is that this staff can be utilized only in certain areas as set out in the ACTION program guidelines so that other projects which did not qualify under this program could not be carried out at all because of staff shortages.

The Annual Program, the Basic State Plan and the Long Range Program for the Library Services and Construction Act for Hawaii were inseparable when reviewed. It was, therefore, not possible to tell through reading these documents which programs had been accomplished and which programs were desirable but had not been accomplished. There were no criteria included in the Basic State Plan when it was reviewed against which to measure any of the actual programs and the projects within the programs. The criteria when later secured required revision as they were no

no longer relevant to the present needs for library service in Hawaii. They had been developed for a Basic State Plan of an earlier year and required extensive revision. No Annual program was available for 1975 so there was no way of knowing whether 1974 programs were moving along successfully and would appear in the 1975 annual program, whether they would be continued by the State of Hawaii or whether they would be discontinued. Although Hawaii is overmatched for the federal funds, there did not appear to be any clear identification of the funds which were used as matching funds at the state level. It was not possible to go to the project level to determine the funds that were supporting the program, in most cases. There also seemed to be little input from the librarians and other staff in the field as to what was needed at the local level. Such input is necessary so that the funds can be best utilized to meet recognized needs. More involvement of the staff is needed as well as involvement of the people to be served by the project. Because of the freeze on personnel employment, there was no personnel available for the programs to carry out the projects proposed. Funds were spent primarily for equipment and books; thus, the entire program of library service in Hawaii was suffering from this loss, including the Library Services and Construction Act Program. Because the Office of Library Services had recently undergone a reorganization and was soon to have another, the Planning and Evaluation Section was in a difficult position as far as working with the programs under the Library Services and Construction Act was concerned. As a result

the difficulties were felt throughout the Office of Library Services with a negative effect on all library programs including those of the Library Services and Construction Act.

Present problems in the Library Services and Construction Act

Some of the present problems in fund management are:

1. Lack of a method of continuing reporting on Library Services and Construction Act funds including matching funds required and the maintenance of effort - both for general public library services and for library service in institutions.
2. The decrease in the overall State of Hawaii budget for public libraries and for institutional library service.
3. The failure to complete the annual financial reports on time.
4. Too many small projects, both in concept and funds, resulting in a fragmented program and an over-load of paperwork.
5. Lack of coordination between the Planning and Evaluation Section and the Administrative Services Branch.
6. Insufficient documentation as to the percentage of time and effort in public library projects by public library personnel.
7. Lack of guidelines for determining the percentage of time spent by personnel in programs and projects that involve both school and public library personnel and activities.
8. Insufficient incorporation of financial management in the proposals from the inception of the proposed project.
9. Lack of personnel on regular time in the Administrative Services Branch assigned to the financial aspects of LSCA.
10. Responsibility for the issuing of purchase orders against project funds not definitely stated.

Recommendations for funds management

The recommendations for improved funds management follow:

1. The designation of a staff member of the Office of Library Services to be responsible for the acquisition of all funds under the Library Services and Construction Act. The goal of this financial manager should be to enable the Office of Library Services to obtain maximum benefits from federal grants as a supplemental source of financing the programs and services of that Office. The acquiring, expending, accounting and reporting would be subject to the laws and administrative policies of the state and federal government. The staff member so designated should be a non-librarian with a strong accounting background.
2. A continuous reporting system should be set up by the financial manager that will show on at least a monthly basis the status of each LSCA project. This status report should include federal and state funds. This information should be available to all who have a need to know. Specifically it should be available to the State Librarian, the Head of Planning and Evaluation and to the specific project managers.
3. The overall budget for the State of Hawaii for public libraries and the institutional libraries must be constantly growing. This will enable Hawaii to meet the maintenance of effort required by the Library Services and Construction Act; but more importantly, the public library services will grow with

the growth in Hawaii. It is the responsibility of the financial manager to monitor the program in this respect. An example of a decreasing budget effect follows:

FY	Expenditures	
1974	$4,726,736	
1973	4,570,918	
1972	4,858,757	Base Year - LSCA
1971	4,844,182	

4. The annual report for each fiscal year should be made to the State of Hawaii and to the Federal government as soon after the close of the fiscal year as is reasonably possible with the availability of the financial records.
5. Because financial planning and program planning are so closely allied in the success of any program, the communications between the Administrative Services Branch and the Planning and Evaluation Section should be improved by setting up a formal communications system. It should be possible for each office to secure any accurate information concerning the LSCA program any time it is needed.
6. A definite method should be developed and agreed upon by the Planning and Evaluation Section and the Administrative Services Branch for a formula for determining the amount of time - translated into funds - a staff member spends with public library projects. Such a formula should be approved by the

State Librarian and the Regional Program Officer in San Francisco.

7. All projects developed under the Library Services and Construction Act should be of sufficient size and complexity in both activities and funding to justify the administrative time involved. Such a consideration should in no way affect the types of projects developed - only their administration.
8. The project manager for a proposed program should work closely with the Administrative Services Branch and the Planning and Evaluation Section in developing the fiscal aspects of the project to be managed. Adequate and realistic financing of a program is vital to the success of that program; it is also vital to the evaluation of the project in relation to the cost benefits of the program.
9. To achieve the above eight recommendations, adequate personnel is essential. The staff member designated as the financial manager for Library Services and Construction Act funds must be well-qualified in accounting and financial management and be allowed sufficient assigned time on the regular work day to accomplish the assigned financial management. A support staff is also necessary to assist the financial manager.
10. Control over purchase orders should be instituted. With budgeting carefully developed at the first of the fiscal year for a project, it should be the responsibility of the project manager to initiate purchase orders for that project.

11. Insure that all financial records required by the State and the Federal government are maintained as required by the State laws and by LSCA.

If the above recommendations are put into effect, major financial management problems should cease to exist. Financial management for the Library Services and Construction Act is no different from other sound financial management. One last major recommendation will help to insure that Hawaii does have sound financial management for the Library Services and Construction Act on a continuing basis:

12. The State of Hawaii should ask for and receive immediately a financial audit from the federal government. This audit should be accomplished by auditors on the federal level familiar with the Library Services and Construction financing and programming. The State of Hawaii should receive such an audit on a continuing basis as the program under the Act develops.

PROGRAM MANAGEMENT WITH RECOMMENDATIONS - IV

While some excellent projects have been developed under the Library Services and Construction Act, the on-site visits in the State of Hawaii did not indicate that any of the projects could be considered as exemplary projects. Some of the projects that are being and have been developed are very fine but, almost without exception, they are handicapped by the lack of staff necessary to carry out a program on a continuing basis. The creativity required, the enthusiasm, and the knowledge are available but adequate staffing is not. In some cases ACTION volunteers have been utilized successfully, or perhaps students, but the basic staff is not available to develop programs of library service. In many instances the materials and equipment - books, hardware and software - are available and are relevant but the staff has been reduced to the point that the necessary contacts cannot be made between the materials and the user. A project that is being funded in Fiscal 1975, the Liliha After-School Project, has all the ingredients necessary for an exemplary program. It can succeed as such if the necessary staff is provided. The funds are available but the over-all freeze on positions threatens to make it impossible to carry out the project at its potential level - even one as vital as the Liliha After-School Project.

General observations on the public libraries in the State of Hawaii and their services as shown from statistics and the on-site visits are:

A. Hours of service - almost without exception, these hours are

limited and inadequate. This is a situation that is becoming more serious daily as financial support for staffing and public library service, institutional library service drops in the State of Hawaii.

B. Book collections - these are inadequate both in number and suitability in spite of the amount of Library Services and Construction Act funds that have been invested in books. The over-all drop in book budgets as indicated in the financial reports has been a definite factor in causing the book collections to become inadequate. This drop in state support for collection of library materials has caused an undue amount of LSCA funds to be utilized for books and equipment. In institutional libraries, some of the book collections showed, by comparing book expenditures with acquisitions, that the majority of volumes are donations or are discarded books. There is need, also, for total involvement of staff in book selection so that the collections of materials will match more closely the needs of the potential users.

The following shows the amount of state funds expended for public library materials in the last four year period:

FY	Expenditures
1971-72	$967,250
1972-73	932,200
1973-74	785,350
1974-75	900,000 (budgeted)

C. Staffing - although this lack has been mentioned many times,

the lack of staff has such an adverse impact on programming that this fact showed up both in the statistics and in the on-site visits. The following statistical information shows to some extent the serious situation which exists:

The number of positions authorized in the Hawaii State Library System in:

FY	Positions
1971-72	460.17
1972-73	462.17
1973-74	401.07
1974-75	407.57

The above figures do not indicate, however, the number of authorized positions for which staff could be employed. That figure would be less than the number of authorized positions.

D. Institutional library services - many of the institutional libraries receive little or no funds from state sources on a continuing basis and have to rely on volunteers, private donations, book sales or private funds.

E. Communications - several of the libraries in institutions have no telephone for library use or if such a service does exist, a restriction on the use is often a regulation.

F. State support for public library service - the lessening of state support for public library service was apparent on the on-site visits. While the statistics show this drop in support or the lack of keeping pace with growth, the impact on public library service is very apparent through observation. The following figures illustrate, to a certain extent, the seriousness of the

situation.

State funds in the State of Hawaii for public library service in the Hawaii State Library System:

FY	Expenditures
1971-72	$4,726,00
1972-73	5,066,00
1973-74	4,950,000
1974-75	5,298,000 (budgeted)

Project Management

In project management, a most important aspect of the Library Services and Construction Act Program, there are four basic phases: 1. Planning; 2. Implementation; 3. Operation; 4. Termination - transitional phase. In project management, the planning is the establishing of an initial set of decisions with regard to schedules, costs, expected performance including objectives and goals. During the operation these initial decisions must be revised constantly and revising as necessary to attain the objectives. In administering the planning, there must not only be planning but the development of a plan.

Project management is a viable and useful means of assisting in the accomplishment of goals. Through this means the resources and authority needed to accomplish an objective are brought together under a single person. Also included in the accomplishment is a specified time, cost and performance for the project.

To be a successful project manager, that person must have a knowledge that projects have definite life cycles. There must

also be the knowledge that there is usually an identifiable product, depending upon the program developed within the project. In innovative projects there is quite often an uncertainty both about the goal and the method to be followed; there may be, and usually is, an element of risk in a totally new and innovative project. The management skills of the project manager must be many and diverse; these skills will, of necessity, be required to be applied to a complex group of tasks in an integrated manner to insure the success of the project being managed.

Project managers have been identified in the projects developed under the Library Services and Construction Act in the State of Hawaii. Some of the constraints in project management that have been observed are: 1. Financial - the plan for library services and the specific projects developed under the Library Services and Construction Act have to be based on the services that can be provided within the budget limitations of the State of Hawaii as appropriated to the Office of Library Services. 2. Timing - the Library Services and Construction Act plans and specific projects must be developed before the amount of federal funding available is known. 3. Flexibility - the entire program must be tailored to meet the needs and aspirations of each community in the State of Hawaii. To be flexible in developing individual projects, the project manager for the proposed project must be able to secure the staff required for the program and the necessary funding for materials must be available.

Fiscal 1974 projects

1. Metropolitan Resource Center - If this project can be undertaken with an over-all plan developed containing objectives, goals, and a plan of action for the present and for the next few years, it will be an excellent project that will benefit the entire State of Hawaii; such a center will also contribute to the national network. The Metropolitan Resource Center is essential to the library services development in the State of Hawaii and is a high priority project under the Library Services and Construction Act. The Center must be planned carefully with staff, administration, other branches and potential users. At the present time, the project is held back because of many factors unrelated to the purpose of the planned project. This project is one that will be carried into fiscal 1975 and should be a carefully planned program that will be continuing, at first with both federal and state funds and then continued with state funding.

2. Statewide Mailing Service - this mailing service was for bookmobile requests and developed to speed up the receipt of requests made to the bookmobile staff. The project should be re-examined with the question in mind - should this service be continued? The on-site visit and the evaluations provided in the course of the use of this service, indicate that the funds utilized in this project might well be used to a better advantage elsewhere in the Library Services and Construction Act Program. A thorough needs assessment should be made before a project of this specific nature is developed

and funded. An excellent assessment of the effect of the program has been made by the Public Library Branch staff so that the successful features of the program and the unsuccessful can be shared with others interested in developing such a program.

3. Datatel - the Datatel is underused for the amount of potential questions from libraries that exists. For example in 1974, the requests on Datatel were as follows:

Hawaii Public Library	1054
Kauai Public Library	591
Maui Public Library	708
Total	2353

Those received from Oahu not on Datatel were as follows:

Oahu Public Libraries	3344
Stations	1582
Others	142
Total	5058
Grand Total	7421

In fact, for the population of the State of Hawaii and the materials available, the number of questions being asked is low and the number being answered is certainly less than good. A brief analysis of the statistics for the requests received by the State Library Branch July 1, 1973-June 30, 1974 shows that 31.7 per cent of the total of 7421 were received on Datatel; 100 per cent from the Neighbor Islands were received on Datatel; 0.00 from Oahu Public Library and Others, including stations was received on Datatel. Approximately 70 per cent of the author-title requests show not-

available status. For subject requests approximately 40 per cent cannot be answered with any thoroughness. One of the reasons that the percentages of satisfactory performances are so low is often because the material needed is cataloged but is not on the shelf. As far as referral of the requests is concerned, the Neighbor Island requests are referred to the University of Hawaii Library when requested; requests are seldom referred outside the State of Hawaii; an occasional check of a special library in Hawaii does occur.

It is important that the Datatel service be continued and utilized more extensively than it now is and that the satisfactory responses to requests be increased.

3. Oahu Delivery System Project - this courier service for a delivery system for library materials has speeded up service in Oahu. The performance is satisfactory and the impact on the user can be told by one indicator - the number of deliveries of materials occurred three times a week - during the project deliveries of materials were made daily. A similar system should be instituted in the Neighbor Islands on the basis of need.

4. Strengthening the State Library Administrative Agencies - while training is essential to the personnel in the Office of Library Services, as is personnel work, the total funding should not be provided for the position by the Library Services and Construction Act funds. The position duties require that services be performed in other areas of the Office of Library Services than public libraries. The training given has been relevant to the

current needs of the staff in the Office of Library Services. Future training programs should include training in communications, management and administration.

5. Strengthening Oahu Regional Libraries - while this funding for acquiring equipment was definitely needed, the project, in general, is not related to a definite Library Services and Construction Act program. The funds were well utilized and positive results were obtained by the funding but the entire regional library system is an on-going state responsibility. While the regional libraries in Oahu are so-named, they do not have the same regional status as the regional libraries on the Neighbor Islands. Consideration should be given to bringing them to this status as they are strengthened. The purchase of the backfiles of the two local newspapers on microfilm resulted in definite positive improved service. This is a service that will be reflected throughout the State of Hawaii and can be helpful in the national network.

6. Strengthening Regional Libraries - this program involved the Regional Libraries on the Neighbor Islands. The acquisition of the complete backfiles of the local newspapers on microfilm provides a primary resource for the future. Through this aspect of the strengthening of the resources of all of the Regional Libraries in the Hawaii State Library System, breadth and depth of the total resources of the State were increased.

7. Parent/Child Play-Learn Libraries - this project was developed for preschool children (ages 1-4) and their parents/parent substitutes on the Island of Hawaii. While the project experienced

unique problems in the beginning of the program, constant review and modification resulted in a well-received program with an effective positive impact on the parent and the child. Approximately 150 parents and 170 preschoolers are being served by libraries and/or bookmobiles in the Kona area, Waimea area, Laupahoehoe, Hilo, and outlying Hilo areas. Service will also be provided in Pahoa. The books, phonorecords, and toys were chosen especially to meet the needs and interests of preschoolers and are available for use at the libraries and to borrow for home use. Although federal funds were not made available to continue the program, state funds may be available on a limited basis to carry on this well-received outreach program.

8. Liliha Library Audio-visual Project - Because this project was located in a Model Cities area, it was satisfying to observe that the materials provided by federal funds for the hardware and software were actively utilized. The project, while limited in scope, forms an excellent basis for the 1975 Liliha After-School Project.

9. Automation - A feasibility study was completed in late 1973 calendar year. The decision of the Office of Library Services was to purchase and install BIBLIOS. This is a long-term project which will be included in the Fiscal 1975 program.

10. Centralized Processing Center - although the Center does not relate to any one fiscal year and has several sources of funding, mention is made of it here because of its over-all effect on library

service provided through federal funds. In reviewing the Centralized Processing, little waste motion in the present operating procedures of CPC was found. The result of the activity in elapsed time from the date the book is received in the Center and released to the library is very short. Considering the poor working conditions, the results are most commendable. Although procedures are streamlined, some consideration can be given to specific areas in which modification can be made to speed up production and make the work more economical. This can undoubtedly be accomplished when CPC moves into the projected new building. Automation will also be beneficial to the Processing Center, especially in the field of accounting. Placing Datatel in CPC should also be considered. With the development of a national library network, it is expedient for CPC to keep in touch with all developments of a network nature.

11. Media Resource Program - public library services in the area of audio-visual hardware and software were extended to meet the minimum audio-visual standards outlined in the Long Range Programs. While this is a desirable goal, the funds were not experded for a complete program but rather for materials and equipment. Personnel is not included in the project. It did bring necessary materials and equipment into libraries but the impact of the project is difficult to evaluate and an over-all evaluation had not been made of this project in terms of how nearly the audio-visual standards were met by this project.

12. Library Services to the Blind and Physically Handicapped - The program itself is an established on-going program. ACTION

volunteers assisted with this program. With the assistance of a full-time ACTION audio-visual technician, duplication of cassettes and open-reel transcriptions was increased. The project has three definite objectives: 1. secure additional staffing to enable the library to provide service to the patrons; 2. Outreach: inform the general public about the services. Reach eligible non-users of the library; 3. Provide foreign language materials to handicapped ethnic groups. The following is the estimate of percentage of each objective achieved in each year of the existence of the project:

1. 1968-69	0%	2. 2½%	3. 19 3/4 hours
1969-70	25%	9.3%	(Filipino)
1970-71	0%	19.1%	20 hours
1971-72	0%	29.2%	(Japanese)
1972-73	12½%	41.2%	12 hours
1973-74	8½%	53.3%	(Chinese)

In number 3 above it was not possible to break this objective into percentages by the years; however, currently the project has 51 3/4 hours of cassette tapes. They are available in the amount of the figures in number 3 above.

While this project appears to be developing well and providing needed services there are many serious lacks that should be pointed out: 1. Permanent staffing - additional to the ACTION volunteers; 2. Trained permanent personnel for transcribing programs in addition to volunteers. 3. Coordination with other branches of the Office of Library Services and especially with the Regional Librarians on the Neighbor Islands.

13. Library Service for the Institutionalized - The ACTION volunteers also provide needed services in working with the

institutional library personnel and in the selection of materials and their acquisition. The objectives for this program are: 1. Provide library assistance to all eligible institutions; 2. Obtain staffing to implement the program; 3. Provide adequate library materials to all institutions.

The estimate of percentage of each objective achieved in each year of the existence follows:

	1.	2.
1968-69	0%	0%
1969-70	0%	20%
1970-71	26%	0%
1971-72	21%	0%
1972-73	24%	60%
1973-74	13%	70%

It is not possible to break down objective 3 into percentages per year; however, for the greater part, the core collections of print materials are now available in institutions.

The on-site visits indicated that the programs in the institutions on Oahu were progressing more rapidly than those on the Neighbor Islands. Some of the reasons for this difference have been discussed earlier. It is of utmost importance that the Librarian for the Blind and the Physically Handicapped and for Library Service for the Institutionalized has a direct line authority in the development of these services. Assistance from other staff members in agencies outside the Office of Library Services; services to public libraries and institutional services, can well act in a liaison capacity but not in a direct line or supervising capacity. Because of the lack of permanent staffing for the Project for Institutional Library Services, primarily, staff members other than those in the Project have of necessity provided direct service to the Project. Permanent staff assigned to the Project Manager is essential in this project.

Recommendations for program management

Personnel development - the development of library services depends upon the abilities and qualifications of the library staff available. The design of programs should be to upgrade the qualifications of library personnel by offering them opportunities both in credit and non-credit education to improve their library skills and knowledge. Scholarships to graduate library schools should be considered. Tuition grants should be made to full-time staff members to attend college for academic credit. Priority should be given to those applicants who intend to take courses related to their assignments. Educational leaves of absence of semester length should be granted. Credit and non-credit training workshops and seminars should be offered to library personnel on each of the islands. Management and administration training should be provided to present project managers and to potential project managers.

Training - other workshops should include: Procedures; Circulation system; Purchase system; Interloan system; Collection weakness identification; Library service in general; Reader services; Reference/information service; Reader's Guide to Periodical Literature; Government documents; Classification systems; Book selection policy; How to select books children really like; Automation. Each workshop should fill a need and be addressed to that group of staff members that have need for the information. All of the above workshops are needed by some of the staff in some of the libraries in the State of Hawaii.

The Library user - programs and projects should be developed on a planned basis that will provide the people of the State of Hawaii with free and open access to library materials representing the widest possible diversity of view and modes of expression - this planning should be both for the present and the future. Library service outlets should be established in easily accessible locations and available to people of all ages and of all ethnic, religious, political and economic backgrounds. These library outlets should have materials for these people or should be able to secure the material or information needed quickly and accurately. The physical limitation of users should be taken into consideration both in the physical facilities and in the format of the material selected. Adequate materials, staff and services should be provided to meet the recreational, educational, and informational needs of the individual. Every attempt should be made to provide material of special interest to the local area and at the same time to provide a collection which will meet the needs of the total community, not just those of the immediate library user.

Because the user is very important in the Library Services and Construction Act Program, the above considerations should be a part of each project developed under the Act. With the involvement of the program and project managers at an early stage in the development of all programs and projects these considerations will happen naturally.

Policy, Criteria, Priorities, Procedures - these are three most important considerations in program management. An evaluation

should be made through the annual compilation of statistical data and through regular reports of the state consultative staff and local staff involved in the program. Such data should be compiled for the use of the staff and the public but especially for the State Advisory Council for Library Services for their information and to enable them to make knowledgable recommendations for programs of service. Additional evaluation should be secured from the user of the service to supplement the statistical data.

In the process of evaluating the programs it is possible that the Office of Library Services may need to:

a. modify projects and activities according to product evaluation and to changing needs.

b. continue to study and improve all communications.

c. Expend available funds for materials for circulation and for staff to work with the materials and the user.
An expected outcome from this expenditure would be library collections which contain less unused materials - library collections which are responsive to the needs and priorities in Hawaii in current materials both book and non-book.

Planning and managing projects - the development of a planning document that is guided by clear and consistent plans is essential. Objectives should be outlined and clearly removed from procedures. The needs of the people should be clearly related to the objectives of the project. The objectives must be stated in terms of evaluative criteria. They should identify milestones to be reached at points in the life of the project. The goals that are developed for the project should generate specific objectives.

It is recommended in summary that Hawaii now look to innovative projects as a means of improving and extending library service under the Library Services and Construction Act; that it look critically at the institutional library services provided and evaluate their effectiveness through on-site visits and discussions with those administering the institutions and the users and potential users; that the Office of Library Services make a serious effort to improve the State Library Branch Services through a Metropolitan Resource Center and at the same time develop a formal interlibrary cooperation system within the State of Hawaii.

The materials and equipment purchased in the past through federal funds will enhance the capacity of the libraries to serve the public and provide interloan services among all types of libraries. The libraries have been strengthened with these funds so that every effort should be made to put those resources and that equipment to the very best possible use.

Personnel is vital to any program but is especially so to innovative programs and to outreach services. The State of Hawaii must provide this personnel in order to develop any of these programs successfully.

Through automation the capacity of services for the Centralized Processing Center and all of the Library System will be strengthened. It is recommended that all of these programs be brought together into a single plan with goals, objectives and evaluation so that the activities taking place under the Library Services and Construction Act will truly be a total program of library service in the State of Hawaii.

GENERAL RECOMMENDATIONS - V

Objectives of library service

A community seeks to establish and secure its cultural strengths before it becomes a member of the larger world. A library that seeks to service a special community cannot be a miniature of another library. It must begin with the daily lives of its public. All must be evaluated in community terms. The community library belongs to the larger system in the same way that the community itself relates to the larger society. Continuing education is necessary to provide adequate library service. Personnel must feel that a combination of academic achievement, on the job training, and work experience is available and will be rewarded by available employment.

Use of libraries

Why do people come to the library? 1. Pleasure reading; 2. Research; 3. Information reading; 4. large print books; 5. Audio-visual use. What do people dislike about a library? 1. The inability to find the materials that they want; 2. The inability to reserve materials not currently on the shelf but out in circulation; 3. A circulation system that causes the user to write down large amounts of information about the materials wanted. What do people like about a library? 1. They like interloan; 2. Most people like fiction and among fiction, mysteries and adventure are high; history is the most popular non-fiction and how-to-do-it next. What do people want for the library? 1. Sunday hours are desired and they desire additional

hours as well. The current reduction in hours is considered an undesirable reduction in services; 2. Circulation of reference books and more additions to the collection were indicated as desirable. 3. A wish was expressed for high interest/low vocabulary books and more reference materials; they also wanted material in the areas of career education and vocational reading. What do the people want to do for the library? 1. Support legislation for additional funding. The above statements were made by people interviewed during the on-site visits and represent a composite view rather than that of any one individual or group.

Community/school libraries innovative programs

The Community/school libraries would be a good basis for innovative programs as their service is already unique. In areas of low population density, the community/school library is a location where the combination works well. With the Library Services and Construction Act funds being used for innovative programs in the community library and Elementary and Secondary Education Act funds being used for a complementary program in the school library, a significant program of innovative character could well result. It is recommended that such a program be developed utilizing both fundings and that it be developed in a community/school library where the population density is low; a second requirement is that it should be located where the impact of the program can definitely be felt by the users and measured by the Office of Library Services.

State Advisory Council for Library Services

The State Advisory Council for Library Services as presently established should be revised and changes made in its make-up. The following are some of the changes that should be made:

1. Public Libraries - a representative from a public library should be included.
2. User - at least one user should be appointed to the Council who is not a part of any identifiable group but simply a person who isalibrary user.
3. Special libraries - one representative would be sufficient.
4. Academic libraries - one representative of a four-year academic library and one for a two-year academic library would be sufficient.
5. Libraries for the handicapped - one representative would be sufficient.
6. Disadvantaged and aged - it is recommended that at least one member actually be from a disadvantaged community and one from an aged community in their appointment to the Council as well as representatives of organizations and associations representing these groups.

Criteria

New criteria must be developed for the Basic State Plan for the Hawaii State Library System. The criteria were not appended to the Basic State Plan for the year ending June 30, 1974, and are now under revision. It is vital in that revision that the heads of the branches, regional librarians, present and potential

project managers and the Advisory Council members and others as needed be involved in the development of the criteria. The Booz, Allen, Hamilton study needs updating and cannot be used as current criteria. The Criteria Statement for the Hawaii State Library System included the following at the time of this Study:

1. Emphasis and special consideration shall be given to the following:
   a. Persons residing in sparsely settled areas of the State which are distant from adequate public library facilities.
   b. Disadvantaged persons to include those residing in urban areas with a high concentration of low income families.
   c. Physically handicapped persons and institutionalized persons.
2. Programs - Outreach for the disadvantaged:
   a. Goals and objectives specified.
   b. Study community needs and resources.
   c. Know all relevant organizations and develop cooperative action.

Other viable concerns

1. Provisions should be made for local library staff involvement in the selection of materials that are to be offerred to the people of the State of Hawaii.
2. Institutional library service should involve rotating collections. These methods can also be utilized in public libraries as well as community information services, books by mail, and comparable programs.
3. Continuous planning and evaluation should take place in the Library Services and Construction Act. To provide this staff

service: -A service should be established in the Office of Library Services reporting directly to the State Librarian and should provide as its own staff the following: Head of the Planning and Evaluation service should be a librarian with a staff of two librarians - one responsible for program development and the other responsible for systems and research development; the back-up staff should consist of at least four staff members including a secretary, two typists and a general office assistant.

4. When a new program is begun under the Library Services and Construction Act, the entire area concerned, and the target area primarily, should be saturated with advance publicity. The publicity should continue through the operation of the program but the advance publicity is vital.

5. Telephone reference service should be developed in all areas of the State of Hawaii but especially in Oahu and at the State Library Branch where parking is such a difficult problem. All reference questions should be answered either directly from the materials avaialble where the call is received or through the State, Regional or National network.

6. The Metropolitan Resource Center should develop three services which are compatible in that the same staff, materials and methods can be utilized in building and in providing the services. These three services are: 1. to State Government; 2. to business; 3. to Industry. To develop these programs, additional staffing, materials and services are needed.

The program can be based, however, on the present State Library Branch with the other libraries in coordination with the Public Library Services Branch and with other libraries which have resources supplementing those of the Office of Library Services.

7. Consultant Services to the public libraries should be further developed in the State Library Branch. There is need for communication from the State Library Branch to the Public Library Branch and the reverse is also necessary; need exists also for consultation in the development of new programs and services. To perform these services, travel funds should be made available for consultant travel and support staff as is required to enable the consultants to provide true consultant services to the Public Library Branch staff.
8. The mobile units should become in reality an extension of the library service provided in the library building and the reverse is also true. The mobile services should not in any way, be independent of the total library services provided by the Office of Library Services.
9. A courier service should be available from all regional libraries and from the State Library to transport books, films, records, messages and provide a communication link among libraries. This courier service would act as the next available transportation to facilitate the movement of materials.

10. Two types of rotating collections concept should be adopted to supplement existing collections - a children's collection and also an adult collection. Lightweight display cases should be built to hold 50 or more titles. The collection could be transported from library to library on a scheduled basis. The rotating collection concept should be adopted to supplement existing collections in community libraries, for this method provides a larger number of titles to the people in the area than would a book grant made to a specific library.

In order to facilitate the improvement of local reference collections - especially in institutions, a collection of approximately 50 titles should be taken to each library to enable the local staff to be involved in the selection of titles that will meet the needs of the people as well as provide the necessary broad reference information. Tied in with the total information service, this program makes it unnecessary for any library staff member in the State of Hawaii to say "no" to any request for information; with the technology available, the information needed can be secured for all requests.

11. The Librarian for the Institutional Services should have the direct responsibility for that aspect of the library services. Assistance received from the School Library Instructional Materials and Teacher Assist Center should be of a liaison or staff nature and not as a substitute for permanent staff in a line capacity or for supervision. In

order for the Librarian to Institutional Libraries to function in this way and deliver library services, permanant additional staff must be provided to the Branch of the Office of State Libraries providing library service to the institutionalized.

In all of the recommendations, it is essential to: a. involve people of the community to be served in the total planning; b. devlop specific programs for the total person regardless of age or any other particular grouping; c. involve many kinds of appropriate media; d. the project should not be removed from the total program of the library but should be a part of it; d. the project should be designed to include a continuous process of evaluation and the resulting information should be disseminated widely; e. the library should give high priority to service to the disadvantaged by using the criteria of social value in the development of programs and the establishment of priorities; f. the library budget should be developed in proportion to the need rather than the extent or number of people involved; g. a local advisory group should be established for consultation on the program; h. there should be a review of other sources of community funding; i. service outlets should be relocated to bring library service within easy physical access to the disadvantaged and additional funds should provide special staff and materials for such outlets.

A review should be made of each of the projects as developed to be sure that it is a complete program of activities that will assist in the accomplishing of the broad objectives of the Library

Services and Construction Act. It should also be determined that the projects are of sufficient size to warrent the expenditure in time, administrative costs and paperwork that are necessary for the successful implementation and completion of that project in relation to the total program. The projects should be developed with realistic budgets before being presented to the State Library Advisory Council on Library Services. This Council should have not only rating sheets for the projects but a guide for criteria to be set in reviewing the proposed projects under discussion. These criteria should be available to the members in advance of the meeting. The approved projects would then be ready to incorporate into the annual program for submission to the State Board of Education and to move through the State Government of Hawaii to the Federal Regional Office. The projects could then be put into operation as part of the entire program as soon as the funds were received in Hawaii.

One of the problems that occurs in the community/school libraries and elsewhere in the State of Hawaii is the disparity in compensation and benefits between the educational officers and the librarians and between the school librarians and the public librarians. In developing a program with both LSCA and ESEA funds, such a disparity should be taken into consideration and the compensation and benefits should be moved upward so that compensation and benefits are based on education, experience and position assignment on an equitable basis. Such a pilot project could then be utilized as a means of developing a common base for school and public librarians and for educational officers with the purpose in mind of providing an effective and innovative service to all of the people in the State of Hawaii.

RECOMMENDED ACTION RELATED TO FUTURE PROJECTS-VI

Extension of library services

Books by Mail - Although books by mail is a program that has been utilized elsewhere in the United States, it would be a unique pilot project if developed in the State of Hawaii because of the organization of public library service in Hawaii. It should be a very effective program and have a high priority in its development. In order to serve the more isolated families on the Island, the Public Libraries Branch would publish an annotated catalog of not less than 1500 titles. This would be mailed out to each person identified as eligible for the service in the State asking that books be requested by utilizing an enclosed business reply card. The requested book or books would then be sent to the people with return postage and a mailing address label enclosed. Many variations can be developed in the Books by Mail program to tailor it to the needs of the people. The following should, however, be a part of whatever program is developed:

1. A determination of who shall be eligible for the program - define isolation and locate the eligible people.
2. Utilize the staff in the regional libraries, community/school libraries and other libraries in the State of Hawaii - all people who work closely with the public in determining the titles to be purchased.
3. Insure that the use of the program is truly an easily and

quickly accessible library service; that the service is a realistic one that provides a quick delivery service to the user.

Library Service to Shut-ins - The Books by Mail library service can be utilized for people who are shut-in but should not be the only contact with library service. The present bookmobiles and a bookmobile developed for people who cannot come to the library because of age, handicap or for any other reason should assist in providing service to shut-ins. Within this service would be books in large type designed for people who cannot read normal print comfortably. A small format and large print together make for easy reading because the material is light and easy to handle as well as being readable. Through library service to shut-ins, the library can more nearly reach the objective of meeting the total library needs of the community. In such a program in the Hawaii State Library, the program would have an objective - the providing of service to all of the people and the adapting of its service to the special requirements of people who, for some reason, cannot come to the library. Through this program the Hawaii State Library would supply materials in varied forms to people who cannot walk or take public transportation to the nearest library. The service would be provided to the person who is temporarily or permanently shut-in because of age, illness or physical handicap or for any other reason.

The library would provide all materials and services currently available in the Public Library Services Branch or State Library Branch to shut-ins in their own homes or in health and welfare

agencies. For the physically, mentally and socially handicapped, the objective would be to provide resources for information, recreation and rehabilitation. They would be considered regular users who are different only in the fact that they are unable physically to come to the library. A shut-in, then, is a person in Hawaii who cannot walk or take public transportation to a library. The shut-in may be of any age - a child with a broken leg, a mother with small children, the aged, or people who live where no transportation is available. A shut-in may live in his own home or in an institution. Visits to shut-ins may be scheduled variously but usually would be from the nearest library and scheduled not more than two weeks apart. It would be necessary for the library staff members to take the time to visit the people to be served and to learn both interests and needs. The service would be provided to people who cannot walk or utilize public transportation to make visits to the library. Staffing would be provided by community aids - paid staff members who live in the community where the shut-in is being served. Books, films, magazines, musical scores, large print books, recordings (including cassettes), reference and photocopying service, talking books and books in Braille, tape cassette players, pamphlets and film projectors would be among the materials and services available.

In setting up the service, the Office of Library Services should supply specifically - staff members, publicity, an adequate collection of materials, community aids with special training to serve people

who are shut in, transportation and delivery means and sufficient professional staff to set up and supervise the program and provide continual evaluation with the user and the community aids. The publicity would require the printing of the materials in several languages to reach all of the potential people adequately. The community aids may need to be proficient in several languages or in a specialized one. The program should be planned carefully and monitored constantly in its early stages. There should be no limit to the number of books a shut-in person may borrow; there should be no overdue materials, no charges for material lost. The selection of the materials would be responsive to the needs of the user. The community aids and the librarians involved in the program should be responsible for the selection of the materials. Newspaper publicity should be continuous and widely available. This program would supplement regular library service through the library building itself, the bookmobile service and the books-by-mail service as well as the telephone and information services.

Neighborhood Information Center (Community Information Service) - One of the major objectives of this service should be the collection and dissemination of all items in a locality on local government, business in community and at a level which is of current interest to the people. This service will utilize the library to disseminate information of a social, governmental, occupational, legal, health and recreational value to all individuals. A special feature of the service could be the availability of the needed information

concerning housing. The Center would include books, films and other pertinent materials on the subject; speakers on the subject of housing could also be included. Subjects included in such a program of service would be: real estate, legal information; care of the home. The pamphlets and other materials should be made available in several languages. The speakers should have a capability in several languages or a specialization in one and be readily available in the language or languages needed.

To accomplish these objectives, it would be necessary to have an Information Center Librarian. The librarian would establish contact in a community with government agencies, service agencies, and selected members of the business community. The operations and services of these agencies and business would be noted in a central file and would be made available through the Information Center staff. The Center would become the collection point for publications of the agencies which would be available to the people. The Information Center Library would also assist the governments section of the State Library Branch through collecting local documents both current and historical.

The purpose of the Neighborhood Information Centers would be to provide the people of the State, present and future, with free and open access to library materials representing the widest possible diversity of views and modes of expression; such library service outlets should be established in easily accessible locations and available to people of all ages and of all ethnic, religious, political and economic backgrounds. Physical limitations of the users should be taken into consideration both in the physical

facilities and in the format of materials selected. Adequate materials, staff and services should be provided to meet the recreational, educational, and informational needs of the individual. Every attempt should be made to provide material of special interest to the total local area and, at the same time, provide a collection of information which will meet the needs of the total community and not just those of the immediate library users.

Interlibrary Cooperation

Program of Library and Information Service - Interlibrary Network Communication - The present Datatel System in the Hawaii State Library with an installation at the University of Hawaii should be expanded to utilize the entire library and information resources of the State of Hawaii by all technological means. The communication should be expanded to include formally the following: community colleges, special libraries, all academic libraries both public and private, school libraries, the Pacific Southwest Regional Medical Library Service, and all information centers.

Library Services and Construction Act funds should be utilized, along with state and local funds, to develop a formal network of information within the State before it is necessary to communicate with libraries and information centers on the Mainland or elsewhere outside the State of Hawaii. The present regional libraries should be designated as area information centers for the State. A community library such as Kapaa Library through the Kauai Regional Library could make a request to the Metropolitan Resource Library (State

Library Branch) and the books sent to Kapaa if located. If not located, the Metropolitan Resource Center would search until the requested material is located. This would require searching through all possible resources available in the State of Hawaii and then going to the Mainland or elsewhere as necessary. If the requested material had been located in the Kauai Regional Library, referral to the Network would not have been necessary. Flexibility would be required so that exceptions to the established routing would be possible when the book was known to be available in a special collection. The purpose of this network would be to open all resources in the State of Hawaii through easy and quick access with additional easy and quick access to resources outside Hawaii. All requests would be filled quickly and accurately. Through this network, the State of Hawaii would be contributing to the National Program as it would have as its basis the following: realistic and convenient access to library resources and information services would be available nationally to the people of Hawaii through the utilizing first the resources readily available within the State. This would assist in allowing the total information resources to be available in the maximum degree possible to the public. Such a program would assist in helping to resolve the varied and disparate collections in libraries and information centers- to belong to one total information system. It is essential that the State of Hawaii develop realistic, easy and quick access to the materials in that State for the people through a network system. This will

enable the federal, state and local agencies to be brought into a realistic partnership that will make the information and materials available through the network system.

Telefacsimile - A part of the program of library and information service should include a pilot project of telefacsimile communication. In this project, the Metropolitan Resource Center in Hawaii should experiment with telefacsimile transmission to determine its usefulness in the State of Hawaii. Several current telefacsimile projects are in progress nationally so that information is readily available concerning such a project. The State of Hawaii should, however, develop its own project to determine the feasibility of the program within that State. Some of the special features of telefacsimile are: 1. Provides the delivery of the text of the materials; 2. Transmits material which cannot be acquired in any other way short of having the material itself. 3. The material being transmitted does not need to leave the library but will be available there as well as in the library receiving the transmission. 4. Provides a rapid means of accomplishing the above services.

Metropolitan Resource Center - Immediate steps should be taken to develop the State Library Branch as a Metropolitan Resource Center. This would be supportive of the information resources network for the State and that being developed on a national basis. To insure that all developments in the Metropolitan Rrsource Center are coordinated with the total library and information resources of the State of Hawaii, the Office of Library

Services should establish an information and library resources development program within the metropolitan resource center project. This would insure its coordination with the program of library and information services project. Because of its central location in all of the projects developed in the State of Hawaii in library services, the Metropolitan Resource Center is one of the most important services that can be provided to the State of Hawaii.

In the development of this project, special attention should be given to building up the resources in subject fields and in reference materials as well as bibliographic tools. Continuing workshops and other types of training should be available in reference and information materials, sources of information and how to respond to requests for materials and information in the Metropolitan Resource Center itself. Training should be provided, also, to those who will utilize the resources of the Center. Within this center the informational needs of government should be met. Their needs, along with all the library service required by the people of Hawaii, are constantly changing. The Metropolitan Resource Center should provide services to state government as well as to people in business and industry. Special reference services should be available to agencies, departments and institutions of State government and to people in business and industry. States are at different levels of development in library information service and Hawaii should develop its complete potential as soon as possible.

An active publicity program should be instituted to insure that the Metropolitan Resource Center will be a vital force in the varied activities in the State of Hawaii as both the transient and permanent population continue to increase.

Training

Areas in which training is vitally needed in the Library Services and Construction Act program are in the following: Building Collections - the involvement in collection building of the maximum number of staff will require constant training; Network Capabilities - to know the constant changing capabilities of networks as information sources will require training of staff at different levels; Outreach Programs - programming for outreach is necessary in a varied pattern of programming. Programs should be developed for training in such areas as - handicapped, the institutionalized, the pre-school child, early childhood education, migrant workers, for identifiable groups on an ethnic, age or any other such basis both in urban and rural areas and for work in neighborhood community centers. Training should also be provided for bibliotherapy which should be utilized as a pilot project within an appropriate institution. Training in transcribing should be provided to permanent staff so that the transcribing program for library services for the blind would be staffed primarily by paid staff members as well as volunteers. Work in the area of the use of video cassettes should be provided so that television programs could provide information for senior citizens or to other people who are interested in the subject matter presented. Information on social security, medicare, estate

planning, hobbies, physical fitness and home gardening should be included. Through training the video cassettes can be produced by the community colleges or other such agencies. The cassettes should be of book size. To utilize these facilities a portable cart equipped with a color television set would be required, a video cassette playback unit and headsets for small group viewing. Because outreach programs are so many and varied, special work is required and to acquire the capabilities for this work, varied training and information is required by the staff. These outreach programs should be developed so that total library service is available to all of the people in Hawaii. By focusing on the individual needs of each person, as well as identified groups, and by expanding the variety of services available, library service would be brought to each person regardless of ethnic origin, physical handicap or any other special identification.

General local staff training is also essential and should include as examples; 1. Creative programming for children; 2. Special library programming; 3. Workshops in puppetry; 4. Story telling workshop; 5. Training in summer reading program activities.

An essential workshop that should be developed would have as its subject. Total Library and Information Resources - ways in which public, school, academic and special libraries can be most effective in making the total library and information resources of the State of Hawaii realistically easily and quickly available to all of the people. Elements of the workshop should

include:

1. Reference interview techniques.

2. Methods of refining requests so that all relevent information is transmitted with the request.

3. A study of the essential bibliographic services, their uses and value in developing a total strong reference and information service.

4. The role of the community library, the regional library and the metropolitan resource center; the accessibility of the special collections in other resource libraries as supplementary materials.

Two other areas of concern that should be considered in developing a training program are - vocational services and public relations and publicity. Vocational services should be enhanced by dissemination of specific vocational material and the advertisement of the existence of specific training programs. A schedule of press releases should be established to coincide with major developments under the Library Services and Construction Act. Post cards should be mailed to the people in the target area announcing a new service. Radio and television spot announcements as well as long programs should also be utilized. Since timing of the publicity as well as the method is essential, training should be provided by an expert in this field. Staff should learn to identify expert personnel and appropriate materials to answer questions about the financial aspects of home ownership,

availability of housing, care of exteriors and interiors, procedures with mortgage companies, budgeting, landscaping, plumbing and carpentry. Training and knowledge of the availability of pamphlets for use with the people is needed. While this training and service would be directed primarily to low income groups, it should be available for others also. Training should be given also in how to plan, organize and implement how-to-do-it workshops in the areas listed above and in other subjects as required.

Personnel

The Hawaii State Library System's greatest need is for appropriate personnel. This need exists throughout the System, primarily because of the cuts in staff and seemingly unplanned reduction in force. Positions are frozen and abolished as they become vacant rather than the reduction resulting from a planned streamlining of procedures, planned reduction or alteration of services, or a thorough review of certain areas which have become less important and as a result require a staff reduction.

The lack of staff is reflected in the Library Services and Construction Act programs and has, as a result, restricted programs to the point where they have not developed at all or hampered them in their developmental stages which has resulted in overall inefficient programming where service has been started. The shortage has resulted also in personnel being utilized inappropriately. Some examples follow to illustrate the previous statements;

1. Library Service to the institutionalized and/or handicapped: the State of Hawaii Library Service to the Blind and Physically Handicapped, also the Institutionalized suffers from a staff shortage and as a result has done three things to alleviate the situation: 1. Utilized a Program Specialist in the Planning Unit for Media of the Teacher Assist Center as a basis staff member; 2. Utilized a member of School Libraries and Instructional Materials as a basic staff member; 3. Employed ACTION volunteers who must, of necessity, perform the duties of basic permanent staff members as the basic permanent positions do not exist because of the drastic staff cuts or the lack of growth in keeping up with the development of programs; volunteers are also utilized in the Transcribing unit where basic permanent staff should be assigned with volunteers utilized only as an adjunct to permanent staff. Not only does the growth and development of library services require this personnel but the need is also indicated in the growth and development of the State of Hawaii in general.

While there is need for consultation with a media specialist, liaison with the school library programs and the services of ACTION volunteers and other volunteer programs, these people should <u>supplement</u> the permanent basic staff of the service to the institutionalized and the physically handicapped. They should not be utilized in place of retaining positions already established or positions that should be established to keep pace with growth.

As a result of staff shortages, the following has occurred:

1. Not all people have been reached specifically with the Library Services and Construction Act program who should have been reached. 2. Where they have been reached, in some instances, only token collections of materials have been placed in some of the institutions and token services provided. In some cases the collections and services are inappropriate in the sense that they do not relate to the people being served. In almost no instance is there an activity program developed to supplement or to complement the library/media collections in the institutions. Nor has there been staff available to monitor the programs or to evaluate them as to impact. Because of staff shortages, to a certain extent also, the regional librarians, especially on the Neighbor Islands, have not been involved in the programs of service. Such involvement of the regional libraries is an essential ingredient of a successful program of service to the institutionalized and to the blind and the physically handicapped.

The staff shortage is acute and felt in the programs themselves; in no instances are there paid staff members from the Office of Library Services on-site to carry out programs of service when collections have been placed in a facility. The results of this staff shortage cause the following: a. Poorly planned programs; b. Failure to monitor; c. Failure to develop a program of service; d. Lack of control over the personnel developing the service; e. Waste of materials by non-use and disappointment on the part of the staff and residents or other people for whom the materials are

provided; f. Future impairment of programs because of this failure which will be recalled as a past program that did not operate successfully; g. Inappropriate materials and collections provided to the residents; h. Standard book selection with duplication of titles where standard materials are not appropriate and extensive duplication is not necessary; i. Static collections of materials because of the non-rotation of materials that can result from not having regional involvement and adequate staffing; j. Lack of qualified staffing for the program.

The possible results that could follow from adequate staffing in future projects include the following: 1. Complete coverage of all people eligible for service under the Library Services and Construction Act funds for the institutionalized and blind and physically handicapped; 2. Through a planned program with staff, a staged program for providing service could be developed. The personnel in the Library Services to the Blind and Physically Handicapped and Institutionalized could develop a calendar of achievements which would allow them to develop a certain number of programs in depth each year. It would also allow them to develop innovative pilot programs for possible use in the libraries of comparable institutions. 3. Appropriate well planned collections could be made available in a reasonable number of copies to the people being served.

Although the above examples have concerned primarily the institutional programs, the same type of analysis could be made

in other areas of library service in the Hawaii State Library System that would show the same negative effects of lack of adequate staffing. To develop collections and to build a program it is necessary to have librarians and supporting staff who can develop them in relation to the people receiving the service. To develop collections and programs of library service, it is necessary to know the people who will receive the service.

The following summary will give a number indication of the reduction in staff that has taken place although it cannot measure the serious impact of this loss of staff. The cuts that were initiated by the Hawaii State Department of Education as far as the Office of Library Services is concerned has resulted in the cutting of 211 positions - this results from a no-growth policy and the policy of not necessarily filling all positions that become vacant for whatever reason. As a result, the State Library Branch found it necessary to reduce the hours open from 56 hours per week to 40 hours. Approximately 98 positions were abolished:

539.17 authorized
97.75 abolished
441.42
32.00 vacant
309.42 remaining June, 1974.

LSCA Projects in Fiscal 1975

Projects that should be given high priority in Fiscal 1975 are programs that provide library services for the blind and physically handicapped and for the institutionalized. The Liliha

After-School project, the People's Bookmobile and the Neighborhood Information Center are all outreach type programs that should also be given a high priority as well as any other type of outreach program that is developed to meet identified needs. Automation will have a positive effect on much of the services provided through the Office of Library Services and will be especially valuable for the Centralized Processing Center. Datatel and its service expansion should receive high priority as this program is a basic part of interlibrary cooperation and the Metropolitan Resource Center. The Metropolitan Resource Center is a high priority project as far as program, collection building and personnel are concerned as well as the development of a communications program. The Regional Library development should support the above programs in every way as this development is a basic part of all programs developed throughout the Office of Library Services. The Measures of Effectiveness will assist all programs in many ways and will be a means to evaluating all of the services being provided.

As these programs are developed and implemented, evaluation will be constantly taking place to determine the impact of the program and in some cases even its feasibility at the time it is undertaken. Their continuation into Fiscal 1976 in the form in which they now appear will depend on the evaluation of the impact of the programs and the requirement for modification in the projects as they relate to the needs of the people. It is essential, therefore, that the Hawaii State Library System utilize evaluation throughout.

EVALUATION OF PROGRAMS - VII

Need for continuing evaluation

Evaluation is the process of determining how well each part of the system is operating and discovering where problems have developed and why they exist. The first step is to ascertain the degree of success obtained with each of the original objectives. Once this has been accomplished, a recycling procedure can be established to give additional emphasis to those parts of the program which have fallen short in some respect. The program of library service under the Library Services and Construction Act that is provided to the people of Hawaii should have a built-in restructure factor that will allow the Office of Library Services to adjust to the changes in consumer demand for library service. This responsiveness to expressed and unexpressed needs of the people justifies the continuation of present library funding and builds a base for the justification of the future expansion of programs. Should the library program of service fail to meet the public demand, a decline in the funding for the service will occur. The existence of library service does not in itself justify the expenditure of public funds. The justification for its existence must be based upon service to individuals and its contribution to the total benefit to the public. The objectives of the program must be identifiable and the positive impact of library service be felt and measurable.

One method of insuring that the library maintains a dynamic, changing, living program is for the library to be accountable to the people it serves. To insure this, there must be a periodic evaluation of the service program and an indication of the quality of the service requirements. The evaluation will include the statistics that reflect the input measures such as money, staff and physical resources; but it will also reflect the output of the library in the form of services made possible by the resource input. The most effective means of knowing whether a program should be continued, however, is measuring the impact of the service to the people in relation to the objectives for which the program was established. Such an evaluation is needed in all programs in Hawaii and in all projects established under the Library Services and Construction Act and to be established. It is only through such an evaluation that Hawaii can tell what has been done, what will be done, what should be provided in library service and what is being provided. It will also tell why a program was undertaken, will show how well it is proceeding with the accomplishment of its objectives, and will assist in the determination for the continuing of the project or its modification. This evaluation should take place at all levels but the service should definitely be evaluated at local level with the services reviewed, not in the terms of the institution but in the terms of the users needs and the satisfying of those needs. To make these determinations criteria must be specified as the program is developed to measure the degree of improvement.

Guidelines for evaluation

Because evaluation is a part of planning, it is necessary in setting up guidelines for evaluation to involve planning and implementation in project evaluation. Needs assessment of a current nature is essential in the development of the objectives. To determine whether specific objectives will be met, it is necessary to be able to quantify the objectives to determine the degree of improvement or whether it will be necessary to develop new projects to achieve specific objectives. In order to know whether or not the objectives are being met in the sequence required or at the time needed, it is necessary, early in planning to develop a time frame for the achievement of the specific objectives. To know what should be and what is requires the development of criteria for the program and to monitor the projects to see whether the overall criteria are being met. Through the monitoring in relation to the criteria the Office of Library Services will know whether or not it is necessary to modify aspects of projects, rearrange them or drop them in favor of another more needed project. While a Plan for Library Service can and should be comprehensive, it should not be all-encompassing. In order to make the Plan workable, priorities must be established in relation to target populations and projects. The identification of time periods and priorities will be helpful in the monitoring of programs and making adjustments in the projects to adapt to changing needs of people and changing conditions in the State of Hawaii.

In developing a Plan for Library Service that can be continually evaluated, it will be necessary to:

1. State the purpose for which the planning is being done. Included will be a description of the processes of the planning including the time frame and the financial resources required and available. The means for continuing the planning process throughout the implementation of the programs and projects will be included.
2. Determine the goals, objectives, and priorities in relation to the over-all purpose for which the planning is being done. The determination will consider the people affected, both present and potential. Consulted will be other institutions which will cooperate in meeting the library needs of the population.
3. Consider the constraints upon the programs to be implemented that will implement the above purpose, goals, objectives and in priority order. Constraints to be considered are financial, political, legal; resources such as materials, people and facilities.
4. Establish the role of the staff in the decision-making aspects of the planning and its dynamic effect upon the entire planning process. The relationship must be determined among the staff members in the following roles: planner, evaluator, decision maker, project manager and financial manager. The approval authority in each role must be clearly stated as to its constraints.
5. Assessment of needs for library service should be derived from surveys conducted. This survey should identify the needs and their origin, rank the needs in terms of their priority for implementation

in the planning process, and be of current origin.

6. Include the criteria used to establish priorities. The origin of the goals should be decribed and the process for ranking the goals in terms of priorities should also be documented.

7. Delineate the relationships among the goals as stated, the objectives as established and the targets or tasks as determined.

8. Describe the consistency in the planning process by determining the relationship in the goal stated in the Plan for Library Service and the goal for the Office of Library Service to insure consistency. The same determination should be made among all of the goals stated in the plans and projects under the Plan for Library Service.

9. Determine that the objectives as stated can be quantified and therefore measured. The criteria for measuring the attainment of objectives should also be specified.

10. Present alternative programs for achieving the goals. The criteria should be stated for the determination of the program to be selected.

11. Consider in the process of choosing among alternative programs the facilities available, the personnel, the time frame, the finances and how the program fits into the program of library service. The above are some of the constraints that should be considered in making the choice.

12. Specify the acceptable levels of performance for the program selected and insure that the criteria used in selection reflect all points of view which are relevant.

13. Assess the feasibility of programs by considering the cost

of the alternative programs; also, consider the impact on the public of each program. A third consideration should take into account the consequences that would result from each of the alternative programs.

14. State in the implementation of the plan the means included for the monitoring the progress of the program. In doing this it will be necessary to identify the time, the cost, and the program performance. To insure satisfactory monitoring, it will be necessary that sufficient resources for the monitoring process are included in the budgeting.

15. Insure that there is flexibility in resources. Such flexibility is essential to provide for the ability to adapt and modify the program during its implementation. In order to know whether or not such modification is required, the plan should include two-way communication channels. Included in the groups which will provide feedback concerning the plan will be staff within the project and within the Office of Library Services as well as the users of the service. Included also will be persons and organizations outside the project or the Office of Library Services.

16. Insure effective decision-making in relation to the planning, implementation and evaluation. To do this, delegation of responsibility and authority must be made appropriately.

17. Determine through evaluation of the product whether or not the objectives have been attained. The results should be assessed in terms of the objectives previously set and quantifiable.

In measuring the performance toward the various objectives included in the plan both the time and the cost elements should be considered. The impact of the program on the people should be assessed and any unintended consequences of the program should be considered. Not only should the individual objectives be assessed in relation to performance but the entire Plan should be assessed in relation to expectations. The assessment should be related to the achievement or non-achievement of the goals.

18. Consider any discrepancy between the attainment or non-attainment of the goal and the goal expectation. A means should be provided to transmit this information to the decision-maker or makers to consider in the continuous planning and in future goal setting.

In all of the planning for library service the programs will include free library service guidelines and free accessibility. Within the Library Services and Construction Act framework, it is necessary that the projects fall into the area of outreach to a certain extent. Such programs would have as guidelines the services for the economically disadvantages, aged, minorities and other underdeveloped groups as far as library service is concerned. Guidelines for the strengthening of public library service both in administration and in the delivery of the service should be followed throughout the planning for projects and programs under the Library Services and Construction Act.

Projects should be initiated within the staff and should serve the needs of the public as identified in the needs assessment program. Projects should be considered only in relation to the guidelines, criteria and priorites established within the Office of Library Services.

In developing individual programs, the staff responsible for the development of the project should determine the goal for the program. The basis for the goal or goals should be documented; the funding source and the overall time frame should be determined. All staff relationships should be clearly established in the project and any past efforts in a similar program should be reviewed. If such a program has been undertaken in the past, the progress made should be determined. The specified time frame for the program should be agreed upon by the project manager and the other staff members involved.

The objective or objectives for the individual program should be determined and any sub-objectives that emerge should be recognized. Performance criteria for the measuring of achievement should be set. The procedures and the projected progress of the program within a time frame should be established. The budget for the program should be determined.

It is essential in the State of Hawaii that special attention be paid to the process of planning. Utilization of funds is of utmost importance and planning is a means of efficient and effective expenditure of funds. In the past no revenue sharing funds have

been used for libraries in Hawaii. The library system has experienced difficulities in the management of the Library Services and Construction Act. It appears that approximately $119,000 of Library Services and Construction Act funds were utilized when the book budget was reduced by the State. Funds have, at times, been transferred from one project to another. Now, all projects have been or will be specifically coded so that funds will be transferred within the projects rather than from project to project. As a result, it is important that projects be large enough in their initial development to reach user goals and yet reduce the accounting and paperwork for the projects. It is important that the LSCA funds not supplant in any way the state funds; it is important also that the federal funds be utilized for new and innovative programs. It is vital, also, that, as happened in the past, no funds be transferred from library service to the institutions and the physically handicapped. A certain level of spending for these two groups must be maintained. With the coding of the projects, there is less chance of this transfer of funds to occur. A current statement of need should be developed as the present one in the LSCA Plan needs to be updated. This statement dates back to the Booz, Allen and Hamilton study and report that was made in 1967.

Evaluation is a procedure by which programs are studied to ascertain their effectiveness or measure of accomplishment with

respect to the programs particular objectives. To be able to measure how successful the program is, it must be necessary to determine early in the planning,criteria for the measurement of achievement of the objectives and the goals. It is necessary to assess each goal separately when there are multiple goals - even conflicting goals. Achieving a goal may be a matter of degree rather than an all or none situation. The differences in the kinds of success may exist in the programs. It is, therefore, necessary to be able to recognize the different kinds of success or achievement. One criterion for success is - is the achievement useful? It is also possible and desirable to review a program in varying degrees of achievement such as - poor, good, better. Such a review may indicate that the criteria established were not effective and new criteria should be developed. It is most important in planning and in the continuing evaluation to determine the consequence of the program which has been planned and implemented and not to be diverted by reviewing only what has been done.

APPENDIX

The State of Hawaii and Libraries

An understanding of the fiscal and economic health of government in Hawaii is the basis of a sound and informed people for which government exists and in which libraries operate. As the influence of government in Hawaii grows, it is imperative that the people of the 50th State be aware of the policies and programs that affect their lives. Through an understanding of government, the citizen is stimulated to participate and to help to develop better government.

The future dictates that the people of Hawaii must be well-informed and in the position to evaluate the economic and social programs of their government. This must be done in relation to the fiscal capability of taxpayer to meet the necessary expense of the government. In order to keep the citizen aware of the government activities, current data and historical data, as well, must be available in order to know the state of government. Libraries as information centers can provide this information on an on-going basis.

Hawaii ranks fourth highest in per capita state and local expenditures. In this area it ranked just after Alaska, the District of Columbia and New York. With the exoeption of the areas of highway and public school expenditures. Hawaii ranked in the top nine states in every category of expenditure. As a

result of the tremendous outlay required for water and air transportation, Hawaii followed only the District of Columbia and Alaska in the "all other" category of spending.

Hawaii came in 10th among the 50 states and the District of Columbia with 501 public employees per 10,000 residents. Salaries for Hawaii's public employees averaged $818 per month in 1972 which made them the ninth in the nation. The average salary paid to higher education public employees was the highest, not only in Hawaii but in the nation at $1,070.

The operation costs of state and local governments in Hawaii reached $967.8 million in 1973, a 3.3% rise over the previous year. However, this was a drop from the 11% growth experienced in 1972. This smaller growth figure reflects the state administration's efforts to tighten spending in the face of a growing deficit in 1973.

The state government bore 81% of total state-local expenditures but in dollars this represented only a 2.72% increase over 1972 expenditures. Nearly half of the state's costs were in two areas: education and public welfare. While higher education increased $2 million, public school costs were $5 million below the 1972 level.

In Hawaii in 1973, public library costs were $4,903,000 in 1973; $5,040,000 in 1972; $5,887,000 in 1971. The libraries for the University of Hawaii cost as follows: $2,638,000 in 1973; $2,567,000 in 1972; $2,219,000 in 1971.

In the 1970 census the State of Hawaii had a population of 769,913 which in numbers was a 135,789 increase over 1960 and in per cent +21.7. The general characteristics of Hawaii population were that 35.8 % were under 18 years of age and 9.2 per cent under 5 years of age. 5.8 % were 65 or over. 8.8% lacked telephones. The male made up 51.9% of the population and the households numbered 203,099 with 3.59 persons per household as an average. The largest ethnic group was Caucasian and the second largest Japanese. The smallest ethnic group was the American Indian the second smallest was the Negro. Other ethnic groups represented in the order of per centages were Filipino, Hawaiian, Chinese, Others and Korean. The largest per centage are native born of native parents. The largest number have completed high school and there is a low unemployment figure. The largest number of those employed are professional and technical workers. The median income for families is $11,554 and for unrelated individuals, $2,981. 41.3% of the families had an income of less than $10,000; 7.6% of the families were below poverty level; 7.8% had an income over $25,000.

The Hawaii County has increased in per cent in 1970 in population over 1960 only by 3.5 per cent with a population of 63,468. The largest number of people are under 18 years of age with 8.6 per cent under 5 years of age. 9.2 are 65 or over. The male exceed the female and the Japanese is the largest ethnic group with the Caucasian second. The American Indian is the smallest with the Negro second from the last and the others in order of

per centage are Filipino, Hawaiian, Chinese, Other and Korean. The highest per centage was born in the state of residence and the largest group had completed 8 years or less of education. The laborers and farm workers were in the highest per centage of those employed and unemployment was low. The median income for families was $9,750 and for unrelated individuals $2,541. 51% of the families were below $10,000 in income. 9.7% were below the poverty level; 5.1% have an income of $25,000 or above.

Honolulu County had a 26 per cent increase in population in 1970 to 630,528. The highest per centage of the population was under 18 years of age with 9.3% under 5 years of age. Males outnumbered females. The Caucasian outnumbered all ethnic groups with Japanese second. The American Indian was the lowest per centage of the population and the Negro second lowest. The rest of the population as far as ethnic groups are concerned and in descending order were Hawaiian, Chinese, Other and Korean. The largest per centage of the population was native born of native parents; the highest number had completed high school; the largest per centage employed was in the professional technical group with an unemployment figure of 3.0%. The median income for families was $12,000 and for unrelated individuals $3,013. The number of families below the $10,000 income level was 38.9 per cent and the number of families above $25,000 was 8.5%; the families below poverty level was 7.2%; Houses lacking telephones were 7.6%

The population in Kauai County increased 5.6% in 1970 to

29,721. The largest group of people fell in the under 18 years of age groups, 36.8% with 8.8%under 5 years of age and 8.2% 65 years or over. Males outnumbered females with the Japanese highest in the population percentage and the Filipino second. The American Indian and the Negro are the lowest per centage in the ethnic groups. The other groups in descending order of per centages were Caucasian, Hawaiian, Chinese, Other and Korean. The largest per centage were born in the state of residence; the highest number of people had completed 8 years of education, unemployment was 3.7% and the largest number of workers were laborers and farm workers. The median income of families was $9,946 and the median income for unrelated individuals was $3,382. The number of families below $10,000 were 50.4% and the number of families above $25,000 was 3.4%. The number of houses lacking telephones was 14.7%.

Maui County increased in population in 1970 by +7.7 to 46,156. The per centage under 18 years was 36.2%; under 5 years, 8.7%; over 64, 9.0%. Males outnumbered females. The Japanese were highest in the ethnic groups and the Caucasian next; the American Indian and the Negro were the lowest. In descending order the rest of the population are Filipino, Hawaiian, Chinese, Other and Korean. Most of the people were born in the state of residence. The highest education level indicated that 43.6% had completed 8 years or less. The unemployed per centage was 3.6%; the highest group employed are laborers and farm workers. The median income for families was $9,643; unrelated individuals $2,559; 9.4% were below poverty level; 52.4% were below $10,000; 5.3% were above $25,000. 13.2% of the houses lacked telephones.

In the State of Hawaii, the Department of Education's Office of Library Services administers the statewide public libraries program. It maintains library resource collections and provides government documents depositories and distribution. It provides assistance to school libraries programs. Resources are made available to the visually handicapped. There is an interagency exchange and procurement activities and bookmobile services. The Office participates in technical planning, evaluation and standards development for school library and instructional materials.

Library Advisory Commission - There is in each of the four Hawaii counties a Library Advisory Commission which sits in an advisory capacity to the Board of Education on matters relating to public library services in their respective counties. Each Commission consists of not less than seven nor more than eleven members appointed for four year terms by the Governor with the advice and consent of the senate.

The Department of Education - Under the elected policy-formulating Board of Education, the Department of Education provides public educational services to the children, youth and adults of the State, and renders statewide library services. According to the policies established by the Board, the Superintendent of Education who is appointed by the Board, administers the program of public education and instruction including education for all age groups and library services. Also administered are the transcribing services for the blind, health education and instruction

and other programs as may be prescribed by law. The responsibilities and duties of the Department in the institution and execution of the State's education policies are divided among several offices. An eleven-member Board of Education is elected from the school board districts as follows: first school board district (Hawaii County), two members; second school board district (Maui County), one member; third school board district (Honolulu), one member; fourth school board district (Central Oahu), one member; fifth school board district (leeward Oahu), one member; sixth school board district (windward Oahu), one member; seventh school board district (Kauai County), one member; and at-large district (Oahu-City and County of Honolulu), three members. Members of the Board of Education serve four years beginning with the date of election.

Library service is provided to the institutionalized. Among the institutions served is the Hawaii State Prison, formerly known as the Oahu Prison. The prison is small and poorly located as it is located in a highly urbanized area. Studies have been made to examine the feasibility of decentralizing the prison system by combining jails and prisons on each of the four major islands. There are both advantages and disadvantages in such decentralization in terms of modern penology and present Hawaii facilities. The Hawaii State Prison is one of the many institutions which provides library service to its residents through the Library Services and Construction Act funds and with the help of ACTION volunteers. Among the other institutions providing library service in the same

manner is the Kulani Honor Camp which was opened in 1946. Those placed here are transferees from the Hawaii State Prison who have expressed a desire to go to a camp and who have been screened for minimum-security purposes. Since such placement is based on a prisoner's hqnor, the desire or willingness of a prisoner to want to be placed in a camp is important. The work performed is partially out of dorrs and involves such activities as reforestation and the clearing of land for farms and roads. Wood working is also an activity at this camp. A very active library is avilable at this Honor Camp. While more materials are needed and more paid staff, the library is located pleasantly and enjoys an active program of Honor Camp activities.

The population of Hawaii (total resident) in 1973 was 832,253 with a projection in the year 2,000 of a resident population of 1,209,000. The resident population of each of the counties in 1973 was: Honolulu -678,124; Hawaii - 70,872; Kauai - 31,385; Maui - 51,872. The total resident population estimated for the year 2,000 was as follows for each of the counties: Honolulu -990,000; Hawaii - 98,000; Kauai - 47,000; Maui - 74,000. The 1973 per centage is as follows: City and County of Honolulu - 81%; County of Hawaii - 9%; County of Kauai - 4%; County of Maui - 6%.

Library Profile - Selective

Hawaii Public Libraries - Island of Hawaii - The latest population entitled to service was 63,468 but the number of population currently receiving service was not available. The bookstock was 205,565 with 1,139 periodical volumes and 428 titles, 3 microfilms. The libraries held 51 newspapers. The average circulation per month was 47,196 - the highest 57,293 and the lowest 38,341. The average reference and information service provided averaged per month 15352 with the highest 18122 and the lowest, 13641. The number of materials borrowed was 8,233 and the per cent of the collection withdrawn annually was 2%. The average hours of service per week were 457.50; the total yearly income by source was as follows: State of Hawaii General Fund - $604,085; Desk Collection - $1,713. The expenditures for personnel were $442,085; operating expenses $71,708 and book budget $57,816. Other materials included in the collection are: Art prints - 468; College Catalogs - 997; Documents - 8,344; Filmloops - 24; Films, 16mm - 6; Maps - 1,000; Microfilms - 1,914; Pamphlets- 30,668; Phonorecords-7,719; Slides, silent - 72; Pictures - 6,536; Tapes, cassette - 1,411; Telephone directories - 92; Filmstrips - 342.

Hawaii Public Library - Regional Library in Hilo - The latest official population entitled to library service was 26,353; the population currently receiving service is not available as far as the number is concerned. The book stock contains 103,847 volumes.

The stock of periodicals is 453 volumes and 428 titles. There are 24 newspapers with 21 of them newsprint and 3 microfilms. The average circulation per month is 19,517 with the highest, 21,886; and the lowest, 16771. The highest in reference and information service per month was 6,205 and the lowest, 4125; the average was 5,384. The materials borrowed were 607 and 2% of the collection was withdrawn annually. The average hours of service per week are 60. The income figures and expenditure figures were not available. Within the collection of the regional library were the following: Art prints - 468; College catalogs - 535; Documents - 8,344; Films, 16mm - 6; Filmstrips - 265; Maps - 241; Microfilms - 1,914; Pamphlets - 12,877; Phono-records - 5,146; Slides, silent - 72; Pictures - 6,086; Tapes, cassette - 623; Telephone directories - 92.

Project Profile - Selective

Mailing Service for Bookmobile Requests - 1973-74. The target population was the population living in rural, isolated communities where libraries are not too accessible. It is estimated that this population amounts to 107,542 statewide. The purpose of the project was to make total library resources accessible to bookmobile users as fast and as expeditiously as possible. It would increase user satisfaction and fill requests for reserve books within a week instead of causing people to wait until the next bookmobile visit in three weeks. The equipment and supplies needed were jiffy bags, postage stamps, mailing

labels and scales. The results were rated by the Project Manager as average as far as the increase in reserves taken; more than average in the increase of bookmobile turnover of books in the bookmobile and in the regular library circulation; above average in the user satisfaction.

The overall comment by the Project Manager is that bookmobile users in rural communities are not demanding and as a result the anticipated demand for mail service for requests did not occur. Even so, the extension of this new service brought many favorable reactions such as the satisfaction that the system is attempting to provide equitable service to all library users. Prior to this project, the average number of days a title sat on the reserve shelf before it went out on the bookmobile was 20 days. The mailing service enabled readers to receive the books within three days. Although the project is now completed as a pilot project, the program will continue and will be funded with State funds as an on-going operational expenditure.

Oahu Delivery System Project - The time period for the project was 1973-74 and the purpose to strengthen networking between libraries and thereby making available the total library resources to the users to satisfy the need for a common carrier for delivery service. The goal was to provide interlibrary cooperation, reduce delivery breakdown and provide daily delivery. 75% of the objective was achieved in 1973 and 100% in 1974. As a result of the success of the pilot project, the use of private carrier for delivery

service will be budgeted as a regular operational expenditure. The Project Manager rated the user satisfaction above average; reliable delivery above average and the use of manpower time spent was rated about average. The comments of the Project Manager indicated that the 10 libraries included in the project served a highly motivated and demanding metropolitan area. The original delivery system, which provided only 3 days a week service, was unreliable and was affected by sick/vacation leaves and vehicle breakdowns. The target population was 324,174.

The commercial delivery system enable daily(some libraries twice a day) service. This not only enhanced interlibrary cooperation but also enabled to promote and provide total resources more effectively. The use of the private carrier results in the following for these 10 libraries:

	Prior to Project	Project
Number of days lost	90	0
Number of deliveries	3 times/week	daily

Strengthening Oahu Regional Libraries - The time period for project is 1972-74. The need is to acquire microfilms for the three designated Oahu Regional Libraries - both complete backfiles and storage files. The target population was 650,528. The goal was to strengthen and enrich Hawaiiana collections; so as to make this information more accessible and to meet the needs more effectively and rapidly. The objective was to obtain complete backfiles of the two local newspapers on microfilm. In 1972-73, 25% of the project was completed and in 1973-74, it was estimated that 75% would be completed. The objective to be completed in the current year was to purchase the complete backfiles.

The increase in use of the microfilm readers was above average; the meeting of the requests for Hawaiiana resources was about average and the reduction of Hawaiiana interloan requests to the State Library Branch was above average. The regions served by the three Oahu regional libraries are described as follows:

1. Kaimuki Regional - serves the highly densely populated urban-suburban communities which have diverse ethnic backgrounds. This region has the greatest number of schools, two of the four state and federal designated "disadvantaged" target areas. The Kaimuki Regional Library has the highest circulation of material among all branch libraries in the State; the area includes eight libraries.

2. Kaneohe Regional- serves, with the exception of two communities, sparsely populated, rural-agricultural areas. There are only three libraries and a bookmobile located in this region, with a new building plan anticipated in a "disadvantaged" target plan.

2. Pearl City Regional - serves probably the most diverse ethnic and cultural populace residing in a wide geographic rural-agricultural area. There are seven libraries plus a bookmobile in this region.

The regional libraries serve as a resource and backup for the libraries in the area. Interloan is one of the most important functions in this network of regional libraries. With the acquisition of the complete backfiles, a primary source of Hawaiiana will be available to more people; not only the students but also the non-library oriented adults interested in Hawaiiana. The regional libraries on Oahu serve and represent 81.9% of the state's population.

An independent evaluation of the LSCA fund projects in 1973-74 concerning the strengthening of the Oahu regional libraries follows: 1. Mercury Parcel Delivery Service - eliminates delays in the return of books to the libraries participating in the service. Dependable delivery expedites interlibrary loan service. This dependable service benefits the patron because the regional designate library serves the community libraries. 2. Microfilm - The availability of the back issues of the Honolulu Advertiser and the Star Bulletin has helped to strengthen the libraries collection and to provide additional reference services for the people in the regions. These two local newspapers are indispensable aids for student assignments. In addition to providing information for current events and social problems in Hawaii, the back issues are regularly consulted for historical data. The back issues are one of the main sources of information for historical research. People can be served, now, immediately without referral to the State Library Branch. A survey was made of the people using the materials and all have been pleased that this service is available. The following ia a sample of comments: "Comes in handy for term papers ... all articles are readily available." " Didn't know you had such early newspapers ... can see how newspapers used to be." "Information is more current that books."

General comments on LSCA funds to strengthen Oahu Regional Libraries: This additional equipment and microfilm will help to strengthen this library's usefulness and its collections will offer a broader range of public and reference services to the people.

This library received two readers and one reader-printer but one reader is very old and very unsatisfactory. The twenty-five cent charge for a single print may discourage use of the reader-printer. Two microfilm cabinets have been received to house the microfilm. The additional shelving and magazine racks which had been requested with the LSCA funds had not been received at the time the comment was made in early 1974.

Strengthening Regional Libraries - The time period is 1973-1975; the purpose is to continue to acquire microfilm for the three neighbor island regional libraries. The needs are complete backfiles and storage cabinets. The target population is Hawaii County 68,363 population; Kauai County 30,838; Maui County 49,234. The goal is to strengthen and enrich Hawaiiana collections; to make this information more accessible and available to meet the needs of the people more effectively and rapidly. The objective is to obtain complete backfiles of the two local newspapers on microfilm. In 1973-74, 40% of the project was completed; in 1974-75 it is estimated that 60% will be completed. The objectives to be reached in the current year are to purchase the remaining backfiles.

In the increased use of the microfilm readers, it is estimated that this is above average; meeting the branch and walk-in patron requests for Hawaiiana materials is rated at average and the reduction in the interloan requests to the State Library Branch is a little above average.

The neighbor island regional libraries serve and represent 18.1% of the state's population. The rural-agricultural communities are interested in local history. The newspapers on microfilm will provide primarily historical data of a primary nature that is not available in other print media, in readable form. An attempt should be made to publicize the acquisition and make the information easily accessible to everyone. The above comments were made by the Project Manager.

Parent/Child Play-Learn Libraries - The time period of the project was from January 26 through April 1, 1974. The needs are to go into Phase II and expand into rural areas. The target population is the preschool children (ages 1-4) and their parents/parent substitute. The goal is to provide specialized library services (not provided by Hawaii Libraries) to meet the unique needs of Hawaii Island preschoolers and their parents. The objective in Phase I; to test feasibility; Phase II; expand as interest develops; Phase III. evaluate and plan for the future. I. 100% first year; II. 20% 1st year; III. 20% first year. The project was not funded in 1974-75. Specifically the parental shown was above average; the meeting of the unique needs of the preschoolers was above average and the expansion to reach more children and parents was below average.

The comments by the Project Manager include: Approximately 150 parents and 170 preschoolers are being served by libraries and/or bookmobiles in the Kona area, Waimea area, Laupahoehoe,

Hilo and outlying Hilo areas. Plans are being made for service in Pahoa. Toys, books, phonorecords (chosen especially to meet the needs and interests of preschoolers) are available for use at the libraries and to borrow them for home use at certain time set by each agency (2-5 hours weekly). Since the project was not funded for the second year, Phase II plans for the future are uncertain. Service may be continued, in a very limited way, through the use of state funds.

Library Services to the Physically Handicapped - The time period is 1968-1978 (as the program itself is an established on-going one.) The needs are for staffing for the circulating unit; trained personnel for transcribing program; provision for additional materials in the National program-e.g.-textbooks and foreign language materials; the target is the blind, visually handicapped and physically handicapped. The goals include the provision of quality comprehensive readily accessible library services and resources in the media required to meet the educational, vocational, cultural and recreational needs of the handicapped residents of the State of Hawaii. The objectives established included additional staffing to enable library service to be provided; inform the general public about the services and reach eligible non-users of the library as well as the providing of foreign language materials to handicapped ethnic groups. The objectives to be accomplished this current year include: the evaluation assessment needs of the Transcribing Services Program; the provision of foreign

language materials to handicapped ethnic groups; provide information to eligible non-users of the library for the Blind and Physically Handicapped.

State Institutional Library Services - The time of the project is 1968-78. The needs are for staffing on state library and institutional library levels; volunteers are also needed to aid in the operation of the institutional libraries. The target population is the students in State supported Special Residental Schools, Residents in State supported Correctional and Medical Inscitutions. The goals included the need to provide quality comprehensive readily accessible library service and resources to meet the educational, vocational, cultural and recreational needs of residents of state supported institutions. The objectives are to provide library aid to all eligible institutions; to obtain staffing to implement the program and to provide adequate library materials to all institutions. In the current year the objectives to be accomplished are: obtain additional staff (ACTION) Cooperative Volunteers and Volunteers to better service the institutional library program; to provide library service to three additional eligible institutions; to begin circulation of audio-visual materials. The above comments on the two programs were made by the Project Manager.

Metropolitan Resource Center - The basis for the Metropolitan Resource Center was planned in 1974 and should be continued into Fiscal 1975. The need is for a strong central library to provide comprehensive, varied, in depth service and collections to the State of Hawaii.

Data-tel - The time period for this project is a continuing one having begun in 1972-73. Its purpose is to meet the needs for a viable interloan system to service public library and all library reference needs. The target population is that of the entire State of Hawaii. The goal of the system is to provide a fast, reliable, interloan service to the people of Hawaii. Its objective is the installation and continuing of data-tel service with adequate staffing. The per centage of each objective achieved each year is estimated at 50%. The objective to be accomplished during the current year is the continuation of data-tel and to provide interloan services for the state. The continuation of data-tel was rated between below average and average and the interloan services for the state was rated below average.

The Reference Unit, State Library Branch, provides interloan services for the State of Hawaii libraries and the people served. Because of staff shortages, the data-tel system has never been evaluated. The priorities for interloan are so low in the system that 1. The Interloan Consultant was released to public service leaving the entire implementation of Title III to the Head of the Planning Evaluation Section; 2. The Interloan Librarian is a beginning librarian with no-backup staff; 3. The Interloan Services has been severely cut-back when the State Library Branch stopped filling requests on a reserve basis; 4. The data-tel services were shut-down when the clerical position in the Reference Unit was vacant. These comments were provided by the

Project Manager.

Project Automation - The time period begins in 1972 and is continuing. The need for the project is to provide efficient service, review operations and find alternative solutions to better delivery service. The target population is the entire State of Hawaii libraries. The goals include the review of all major operations and the finding of a new information delivery system. The objectives are to automate operations and to find efficient alternatives. The estimate of the per centage of each objective achieved each year of the project is 50%. The objectives to be completed in the current year include a feasibility study which included an overall review and the implementation of Phase I. In the specific results, the feasibility study was rated above average and the implementation of Phase I was below average.

The objectives were to complete a feasibility study and to begin the implementation of Phase I. The implementation phase was delayed by the contract being held up. The contract has now been released so the vital project automation should move along as planned.

State Advisory Council For Library Services 1973-1975

Public Libraries

(to be filled)

DOE - Board of Education

(to be filled)

Users - Library Advisory Commission

Mr. Roy M. Mitauka, Chairman, Oahu, Library Advisory Commission

Mrs. Rachel Jio, Chairman, Maui, Library Advisory Commission

Mr. Yukio Nakao, Acting Chairman, Kauai, Library Advisory Commission

Mr. Robert C. Rogers, Chairman, Hawaii, Library Advisory Commission

School Libraries

Mrs. May Chun, State Librarian

Department of Education, Office of Library Services

Mrs. Toyoko Nakamura, President, Hawaii Assn. School Librarians

Academic Libraries

Dr. Stanely West, University of Hawaii, Librarian

Mr. Don McNeil, Leeward Community College, Librarian

Mrs. Helen Moffat, Church College of Hawaii, Librarian

Special Libraries

Mrs. Margaret Setliff, Law Librarian, Supreme Court Law Library

Mr. Walter Walker, Librarian, Hawaii Medical Library, Inc.

Institutional Libraries

Mr. Dan Mallchok, Librarian, Hawaii State Hospital

Mr. Kayo Chung, Administrator, Hawaii Youth Correctional Facility Branch

Handicapped Libraries

Miss Barbara Yamaguchi, Librarian, Pohukaina School

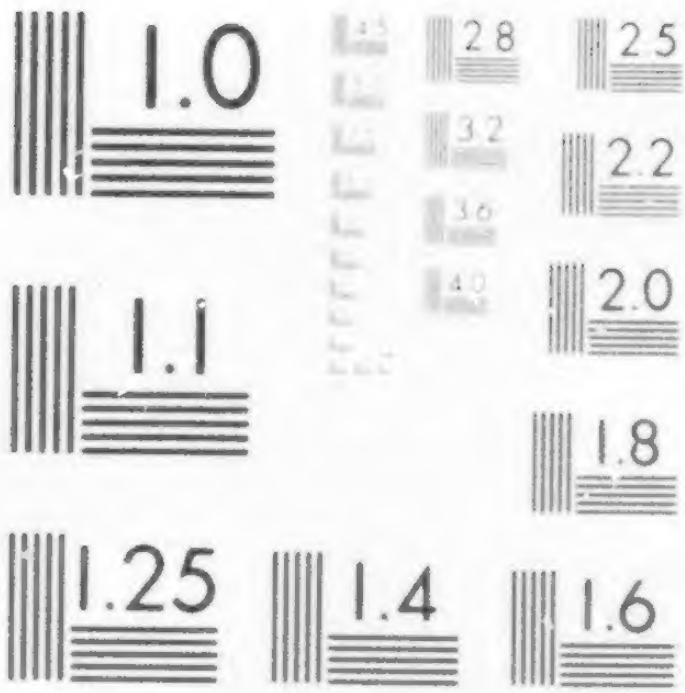
Sister Agnes Jerome, Librarian, Special Education Center of Oahu

User - Student Representative to Board of Education

Mr. Randall Miura, Pearl City, Hawaii

User - Disadvantaged Representative

Rev.David Kaaupu, Secretary, State Advisory Council for Library Services
Kamehameha Schools



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS 1963-A

Mr. Daniel Akaka, Director, Office of Economic Opportunity

Mr. Kaupena Wong, Chairman, State Advisory Council for Library Services, LSCA

Mr. Royce Higa, Director, Honolulu Community Action Program

User - Programs for the Aged

Mr. Renji Goto, Director, Commission on Aging

Mr. Ralph Madea, Administrator, Programs for the Aged

LSCA Long Range Program Revision Committee

Mrs. Masae Gotanda, Head, Planning and Evaluation Section, Office of Library Services

Mr. Kaupena Wong, Chairman, State Advisory Council for Library Services, LSCA

Mr. Ralph Maeda, Administrator for the Aged Programs

Mr. Daniel Akaka, Director, Office of Economic Opportunity

Vacancy

Mrs. Oi Yung Chow, D irector, State Library Branch

Miss Ruth Itamura, Director, Public Libraries Branch

Mr. Takashi Akimoto, Director, Centralized Processing Center Branch

Mr. Seichi Toda, Administrative Director, Administrative Services Branch

Mrs. May Chun, State Librarian, Department of Education, Office of Library Services

Mr. Howard Foster, Administrator, Teacher Assistance Center Branch

Standards for Library Service - American Library Association

1. ALA Standards for College Libraries. 1959.

2. ALA Standards for Junior College Libraries. 1960.

3. Guidelines for Audiovisual Materials and Services for Public Libraries. 1970.

4. Guidelines for Audio-visual Services in Academic Libraries. 1969.

5. Interim Standards for Small Public Libraries. 1962.

6. Manual of Correctional Standards, "Library Services." 1970.

7. Minimum Standards for Public Library Systems. 1966.

8. Standards for Children's Services in Public Libraries. 1964.

9. Standards for Library Functions at the State Level. Revision of the 1963 edition. 1970.

10. Standards for Library Services for the Blind and Visually Handicapped. 1967.

11. Standards for Library Service in Health Care Institutions. 1970.

12. Standards for School Media Programs. 1969.

13. Standards of Quality for Bookmobile Service. 1963.

14. Young Adult Services in the Public Library. 1960.

Selected References Utilized in Evaluation of LSCA Report

1. American Library Association. Turn on with Library Service for the Disadvantaged. Consultant Services, Chicago. 1972.

2. American Library Association. Public Library Association. A Strategy for Public Library Change. Proposed Public Library Goals. Feasibility Study. Chicago. 1972. 84 pages.

3. Association of Hospital and Institution Libraries. Material Selection for Hospital and Institution Libraries. Chicago. 1967.

4. Bank of Hawaii. "Construction in Hawaii." Monthly Review. September-October. 1974. Honolulu.

5. Bank of Hawaii. Department of Business Research. Annual Economic Review. Honolulu. 1974. 49 pages.

6. Brooks, Boyden. Mail Order Library Service. A Report from the North Central Regional Library. Wenatchee, Washington 1973. 16 pages.

7. Bryan's Sectional Maps of Honolulu, Rural Oahu and the Hawaiian Islands. Honolulu. 1974.

8. Chamber of Commerce of Hawaii. Hawaii Facts and Figures. Honolulu. 1974 edition. 12 pages.

9. Chun, Mrs. May C. Evaluation Report: Ewa Beach Community/ School Library. Honolulu. 1974. Variously paged.

10. Count on the Library for Business Information Wherever You Are in Hawaii. By Kent Nakamura, Librarian/Business, Science and Technology Unit. Printed by the Hawaii State Library System. Honolulu. 1973. 19 pages.

11. Dalton, Phyllis I. "Library Service to the Hearing Impaired; Gallaudet College Workshop." AHIL Quarterly. Summer-Fall, 1974. pp. 17-18.

12. Dolan, Mary. Telefacsimile. Western Interstate Commission for Higher Education. Boulder, Colorado. 1972. 45 pages.

13. Flandorf, Vera S. Books Suggested for Patients and their Families. Chicago. ALA. 1972. 11 pages.

14. General Plan - County of Hawaii. Hilo, Hawaii. 1971.

15. Gotanda, Yukio. Hawaii's Prison System; a Discussion of Its Components and Their Location. Legislative Reference Bureau. University of Hawaii. Honolulu. 1963. 35 pages.

16. Habilitat. A Place of Change. Habilitat Inc. Kaneohe, Hawaii. 1974. 36 pages.

17. Haskins and Sells. Certified Public Accountants. Auditor's Report of the LSCA Program. Honolulu. 1973. 4 pages.

18. Haskins and Sells. Certified Public Accountants. Annual Expenditure Report for Project Activities (For Titles I, II, III, IVA and IVB of the Library Services and Construction Act) for the Five Years Ending June 30, 1972 and Auditor's Report. Honolulu. 1973. Unpaged.

19. Hawaii Revised Statutes. Honolulu, Hawaii. 1968.

20. Hawaii State Library System. Film Catalog. 1970, 1973 with 1974 supplement. Honolulu.

21. Hawaii State Library System. Ewa Beach Community/School Library. Total Media Services. Brochure.

22. Hawaii Urban Planning Information Center. Department of Planning and Economic Development. Illustrative Projections of the Population of Hawaii, 1970-2000. Statistical Report 78. Honolulu, 1973.

23. Hawaii Urban Planning Information Center. Department of Planning and Economic Development. Provisional Estimates of the Population of Hawaii. Honolulu. 1973. Statistical Report 97.

24. Hawaii Urban Planning Information Center. Department of Planning and Economic Development. Selected Demographic Profiles for Hawaii. Honolulu. October. 1973.

25. Hawaii Urban Planning Information Center. Department of Planning and Economic Development. State of Hawaii - Data Book. Honolulu. 1973.

26. Honolulu Advertiser. Honolulu. 1974-75. Various Issues.

27. Honolulu Star Bulletin. Honolulu. 1974-75. Various issues.

28. Horne, Erica M. "A Look at Bibliotherapy." Special Libraries. pp. 27-31. New York. January, 1975.

29. Hunt, James. Supplementary Documents Compiled As a Result of a Long Range Planning Effort Completed by the Hawaii State Library Agency. Columbus, Ohio, 1971. Variously paged.

30. Igoe, James G. "Federal Grants and Public Libraries." Reprinted from Advances in Librarianship. Seminar Press, Inc. New York and London. 1972. pp. 139-165.

31. Igoe, James G. The Status of School and Public Libraries in the State of Hawaii. February 11, 1974. Honolulu. unpaged.

32. Kountz, John C. "Cost Comparison of Computer Versus Manual Catalog Maintenance." Journal of Library Automation. September, 1968. pp. 159-174.

33. Kountz, John C. "Biblios Revisited." Journal of Library Automation. June, 1972. pp. 63-86.

34. "Library Service to the Aging." Eleanor Phinney. Issue Editor. Library Trends. January, 1973. 458 pages.

35. McCormick, Austin. A Brief History of Libraries in Correctional Institutions. College Park, Maryland, American Correctional Association. 1970. 19 pages.

36. National Commission on Libraries and Information Science. A National Program for Library and Information Services. 2nd Draft (Rev.) September 15, 1974. Washington, D. C. 123 pages.

37. State of Hawaii. Department of Education. Digest of the Master Plan for Higher Education in Hawaii. Honolulu. 1970. 17 pages.

38. State of Hawaii. Department of Education. Educational Directory. State and District Offices. 1973-74. Honolulu. 1973.

39. State of Hawaii. Department of Education. Publications of the Department of Education. 1964 through September, 1973. November, 1973. 80 pages.

40. State of Hawaii. Department of Education. Office of Library Services. Annual Program. Hawaii State Library System, 1974. Honolulu. 1974.

41. State of Hawaii. Department of Education. Office of Library Services. Annual Report Fiscal Years 1973-74; 1972-73. State Institutional Library Services and Library Services for the Physically Handicapped. Honolulu.

42. State of Hawaii. Department of Education. Office of Library Services. Basic State Plan. Hawaii State Library System. May 25, 1974. 8 pages; May, 1971. 14 pages. Honolulu.

43. State of Hawaii. Department of Education. Office of Library Services. Criteria for Evaluation of Library Services to the Institutionalized. 1974. Library Services (Institutionalized) Honolulu. 1973.

44. State of Hawaii. Department of Education. Office of Library Services. Detail of Funds Received, Expended and Anticipated Under the Library Services and Constructic Act. 1957-71. Honolulu. 1970. 2 pages.

45. State of Hawaii. Department of Education. Office of Library Services. First Year Plan of the Long Range Program. Hawaii State Library System. 1974-78. Draft. Supplement I. Draft. Honolulu. 1974.

46. State of Hawaii. Department of Education. Office of Library Services. From the Cloud of Unknowing. Honolulu. 1973-74. Various issues.

47. State of Hawaii. State Department of Education. Office of Library Services. Hawaii Report. (Deaf and Hearing Impaired.) Honolulu. 1974. 3 pages.

48. State of Hawaii. Department of Education. Office of Library Services. LSCA Annual Program. 1974. Hawaii State Library System. Honolulu. 1974. 67 pages.

49. State of Hawaii. Department of Education. Office of Library Services. Long-Range Program; Hawaii State Library System. 1974-78. Honolulu. 1973.

50. State of Hawaii. Department of Education. Office of Library Services. Library for the Handicapped. Honolulu. 1974. Brochure.

51. State of Hawaii. Department of Education. Office of Library Services. Long-Range Program. Hawaii State Library System. 1975-79. Honolulu. 106 pages.

52. State of Hawaii. Department of Education — Office of Library Services. Planning for Libraries in Hawaii. Garden City, N Y. Doubleday and Company, Inc. 1970. 230 pages.

53. State of Hawaii. Department of Education. Office of Library Services. LSCA - Project Management System. Honolulu. 1974.

54. State of Hawaii. Department of Education. Office of Library Services. Public Libraries Annual Expenditure Report. June 30, 1972. Honolulu. 2 pages.

55. State of Hawaii. Department of Education. Office of Library Services. State Institutional Library/Media Center. Honolulu. Brochure.

56. State of Hawaii. Department of Education. Office of Library Services. State Plan. Library Services and Construction Act. Honolulu. 1974. 4 pages.

57. State of Hawaii. Department of Education. Office of Library Services. State Plan for Library Programs under Library Services and Construction Act as Amended. Honolulu. 1967.

58. State of Hawaii. Department of Education. Office of Library Services. Teacher Assist Center. TAC Teacher Assist Center. Guidelines and Procedures: Media, Materials and Equipment. 1972-73. Honolulu. 1973. 44 pages.

59. State of Hawaii. Department of Labor and Industrial Relations. Research and Statistics Office. Selected Manpower Indicators for the County of Hawaii. Honolulu. 1972. 48 pages.

60. State of Hawaii. Department of Labor and Industrial Relations. Research and Statistics Office. Selected Manpower Indicators for Kauai County. Honolulu. 1972. 44 pages.

61. State of Hawaii. Department of Labor and Industrial Relations. Research and Statistics Office. Selected Manpower Indicators for the State of Hawaii and Honolulu SMSA. Honolulu, 1972. Variously paged.

62 . State of Hawaii. Developmental Plan for the Statewide Information System. SWIS of Hawaii. Prepared for the Department of Budget and Finance. Honolulu. 1971. Variously paged.

63. State of Hawaii. Hawaii Census Tract Committee. Census Tracts in Hawaii. Honolulu. 1972. 5 pages.

64. State of Hawaii.State Census Tract Committee. The Geographic Distribution of Government Housing in Hawaii. 1974-1975. Honolulu. 1972.

65. State of Hawaii. Hawaii State Home Lands. Program Study and Evaluation. Interim Report for Act 275. Submitted to the Office of the Governor. State of Hawaii. Honolulu. 1971. 96 pages.

66. "Twenty-four Hour Reference Service." CLA Newsletter. California Library Association. June, 1973. Sacramento. p.3.

67. U. S. Department of Commerce. Bureau of the Census. Population, 1970. Hawaii. Washington, D. C. 1970.

68. U. S. Department of Commerce. Bureau of the Census. Population 1970. General Social and Economic Characteristics. Hawaii. Washington, D. C. 1970.

69. U. S. Department of Health, Education and Welfare. Office of Education. Federal Register. Programs and Regulations relating to the Library Services and Construction Act. Various issues.